

LAW ENFORCEMENT NEWS

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ATF official predicts 1977's record bomb incident trend may continue in '78; rise already noted in first two months

The record trend reflected in the number of bombing and explosives incidents reported to the Bureau of Alcohol, Tobacco and Firearms in 1977 may be carrying over into this year, according to several reports from ATF officials.

Last month, ATF Director Rex T. Davis released year-end statistics which showed that 3,052 explosives incidents were reported last year, representing a 13.4 percent increase over the 2,692 incidents reported in 1976. The 1977 figures include 1,339 criminal bombings, which represent an 11.8 percent rise over 1976 bombing figures.

In a telephone interview last week, Bob Holland, ATF's acting special agent in charge of explosives, reported that bombings continued to increase in January and early February. He noted that part of the rise can be attributed to the United Mine Workers strike, which he said may have provoked from 43 to 46 incidents since December 6.

"They haven't killed anybody, but they sure tore up a lot of property," he said, adding that damage estimates currently run as high as \$3.5 million.

Holland disclosed that an ATF "fly-in squad" has been sent in to help state and local authorities investigate the incidents, and he noted that one of the investigations is centered around the officers of a union

local.

Commenting on the general trend toward an increase in criminal bombings, Davis noted that his bureau "is deeply concerned" about the consequences of the incidents. "Accordingly, I have placed the investigation of explosives incidents as a number one priority within ATF's jurisdiction."

According to the 1977 statistics, 112 deaths and 298 injuries were attributed to criminal bombings and accidental explosions, compared to 73 deaths and 272 injuries in 1976. However, the total amount of property damage last year fell to \$7.2 million, representing a 40.5 decrease from \$12.1 million in 1976.

While the decline in property damage may appear to be a glimmer of good news, Davis speculated that the decrease "could indicate criminals are using explosives less for disruptive purposes and more against people, although a single, highly damaging bomb can cause this figure to rise dramatically."

To counter the rise in bombing incidents, ATF reported that it stepped up its explosives investigations by 17.2 percent, from 1,799 in 1976 to 2,109 in 1977. As a result of the probes, the bureau said its agents made 794 recoveries and seizures of bomb producing material, including 100,800 pounds of explosives, 93,600 feet

of detonating cord, 44,400 blasting caps and 393 destructive devices.

Davis indicated that the success of ATF's investigatory work relies in part on cooperation from both other law enforcement agencies and the general public, noting that the bureau maintains an Explosives Reporting Center in Washington, D.C., which serves as a national clearinghouse for reports of thefts or losses of explosive material.

Outlining ATF's role in regulating the explosives industry, Holland noted that the bureau has issued "page after page" of standards pertaining to the storage and safekeeping of explosive material. The regulations range from minimum standards for the construction of magazines to specific

criteria in the design of locks which secure explosives stockpiles, he said.

When asked if ATF is planning to implement new strategies to counteract the rise in bombings, the special agent disclosed that several new programs are "in the mill," but he declined to comment on them, noting that funding requests for the projects are still pending.

"With fiscal cutbacks, it's hard to implement new programs," he said, noting that approximately 100 positions have been cut from the bureau's payroll.

Holland did report that ATF will open an Explosives Academy in June of this year to provide agents with specialized training. He added that the school will be part of

Continued on Page 5

Nation's CJ operating costs hit record \$19.7B in 1976

The cost of operating the nation's criminal justice system rose 14.1 percent in 1976 to a record \$19.7 billion, part of which was used to employ a total of 1,079,892 full-time personnel, according to a recently released study.

Criminal justice spending was up at all levels of government, the report said, with local governments registering at 15.1 per-

cent increase, state governments showing a 12.8 percent rise and the Federal government registering a 12 percent increase.

In a component analysis of the 1976 increase, LEAA found that expenditures for the public defender function rose 18.1 percent and judicial spending increased 17.5 percent, while the cost of corrections was up 14.1 percent, spending for police protection rose 12.7 percent, legal services expenditures increased 12.3 percent, and other categories registered a 36 percent rise in cost.

Figures for the period of 1971 through 1976 showed that criminal justice spending by all levels of government escalated 87.1 percent. Federal government spending more than doubled, state government expenditures rose 94.1 percent and the local government increase was 81.6 percent.

The report's employment statistics further indicated that there were 29,389 more full-time criminal justice system employees in 1976 than the year before. Federal employment increased 3.6 percent, state government hiring was up 3.5 percent and local government experienced a 2.4 percent increase in criminal justice employment.

Reflecting a continuing trend, the 1976 report showed that local government accounted for more expenditures and employment in criminal justice than the federal and state governments combined. Local governments made 61.1 percent of all direct expenditures for criminal justice, the states 26.4 percent, and the federal government 12.5 percent.

In terms of the distribution of full-time personnel, 65.5 percent worked at the local level, 25.2 percent worked at the state level and 9.2 percent were employed by the federal government, according to LEAA.

NC chiefs give diGrazia lukewarm response to explanation of his views on policing

Police Chief Robert J. di Grazia failed to win over one of his more vocal critics last month when he spoke to a meeting of the North Carolina Association of Chiefs of Police in an attempt to explain his views on the relative professionalism of smaller police departments.

Di Grazia, who heads the Montgomery County, Maryland, Police Department, was invited to speak before the North Carolina chiefs by the association's secretary-treasurer, Chief Melvin L. Tucker of the Asheville Police Department.

Last November, Tucker publicly criticized what he called di Grazia's "elitist" attitude and he challenged the restrictive membership criteria of the Police Executive Research Forum (PERF), of which the Montgomery County chief is a charter member.

"To contend that 'professional' leadership exists only in agencies of 200 or more employees is a rather myopic view that obviously excludes many who are perhaps infinitely better qualified for leadership than those who proclaim themselves to be," the Asheville chief said in a letter to

the Washington Crime News Service.

In his response to Tucker last month, di Grazia outlined the history and purpose of PERF, noting that there was a need for an organization composed solely of police executives from cities with more than 100,000 residents. "The major cities group of chiefs, many of whom are now Forum members, claimed to speak for the 32 largest police jurisdictions, but did not represent the hundred of other larger departments," di Grazia explained. "The IACP, on the other hand, because of the sheer number of small departments, each with an equal vote, is dominated by smaller police agencies."

Citing one example of conflict of interest between small and large departments, di Grazia stated that IACP's support of LEAA block grants tended to favor smaller agencies in many states, while PERF opted for a direct revenue sharing formula that would funnel money directly to larger jurisdictions.

"In effect, each organization was representing the interests of its members," di Grazia noted. "The size of a chief's depart-

ment does not make him right or wrong, but it does affect his interests. The establishment of the Forum was an effort to give expression to the interests of larger departments."

Apparently, Tucker was not overwhelmed by di Grazia's explanation. "My reaction is the same as it's always been," he told Law Enforcement News. "I believe that some of the things he says have merit, such as [di Grazia's] support of open debate and testing traditions."

But the Asheville chief asserted that his "original objection" still stands, explaining that he cannot accept the Forum's definition of professionalism "by number," and reiterating that "the Forum is an elitist group."

When asked how the other members of the North Carolina association reacted to di Grazia's address, Tucker said he could only speak for himself, but he implied that di Grazia's position on smaller departments was not readily accepted.

"Sixty-five percent of the association are chiefs of departments with 10 men or

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NewsBriefs . . . NewsBriefs . . .

IACP publishes newest volume in Training Key series

The International Association of Chiefs of Police has announced that it is accepting subscriptions to the latest volume of its *Training Key*, a semimonthly publication designed to provide police agencies with reliable and uniform training material.

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New Mexico prof to head Southwest CJ educators group

Edward A. Farris assumed the presidency of the Southwestern Association of Criminal Justice Educators at the group's annual meeting last month in Oklahoma City.

Farris, who teaches at New Mexico State University in Las Cruces, succeeds Joseph L. Schott, the director of Texas Christian University's Criminal Justice Program.

The meeting featured a luncheon address by Dr. J. Price Foster, who heads LEAA's Office of Criminal Justice Education and Training. Several members of the association, which is a regional affiliate of the Academy of Criminal Justice Sciences, presented papers on the history of criminal justice education in the seven-state region.

Other members who were inducted into executive posts include Wordie W. Burrow, first vice president; William D. Parker, second vice-president; James J. Harner, secretary-treasurer, and Robert J. Grant, sergeant at arms.

CHP begins 60-day test of CB radios in patrol cars

The California Highway Patrol began installing citizens band radios in 852 of its patrol cars earlier this month as part of a project designed to determine the value of the device to highway officers.

"It will take approximately a month before all radios are installed," CHP Commissioner Glen Craig said, noting that 38 sectors would be equipped with CB radios that feature an emergency, channel-9 override capability.

A CHP spokesman noted that the experimental phase of the project will begin early in April, after a 30-day break-in period. At that time, researchers from the University of California will collect statistics on CB use and response time for subsequent analysis.

Outlining the structure of the test, Craig explained that many sectors that are not equipped with state-owned CBs will function as control areas during the experiment. "In these areas, officers who use their own CB equipment may continue to do so," he added.

The researcher's analysis will attempt to measure the effectiveness of citizen band radios both in specified geographical areas, such as urban, rural, mountainous, and coastal regions, and along traffic corridors. Experimental and control sectors will be intermingled along Interstate and U.S. highways, the spokesman said.

Apparently, the CHP is already sold on CB patrolling in some form. Craig noted that when the evaluation is completed, the department will decide the "most effective distribution of CB radios throughout the state."

Webster wins Senate OK, takes over as new FBI director

Federal Judge William H. Webster was sworn in this month to a 10-year term as director of the FBI, replacing Clarence M. Kelley, who retired February 15 after serving for more than four years as head of the bureau.

Webster, who has served on the 8th U.S. Circuit Court of Appeals since 1973, won quick approval by the Senate Judiciary Committee on February 7, receiving affirmative votes from all ten committee members. Two days later, his appointment was confirmed by the full Senate in a voice vote.

The 53-year-old judge encountered little opposition from the committee during the two days of confirmation hearings. He was questioned about his membership in four St. Louis clubs that have no black members, but the senators were apparently satisfied when he responded that he would resign from the clubs if he found any evidence of racial discrimination.

Since his nomination last month to the \$57,500-a-year director's post, Webster has been relatively vague about his plans for the bureau. He promised to pursue the policies of Kelley in most cases, while trying to improve the FBI's tarnished image by steering the bureau clear of past abuses such as illegal break-ins and the subversion of dissident groups.

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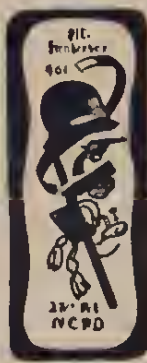
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Methods of predicting violence can be unreliable, study says

Current methods of determining an individual's proclivity toward violent behavior tend to be unreliable when used to decide which criminal offenders should be incarcerated, according to two recently published articles.

In the first report which appeared in the January edition of *Crime and Delinquency*, Stephen E. Schlesinger disclosed the results of his study of 122 juveniles referred by a family court to a psychiatric clinic.

After finding that only seven of the juveniles committed violent or dangerous offenses during the one-year follow-up period, Schlesinger noted that there was no systematic relationship between the variables used in predicting dangerousness and the actual behavior of the offenders.

"We know violent acts occur relatively infrequently in the general population," he said, "and we define the incidence of such acts as unacceptable. But that is really all we know."

Schlesinger, a candidate for a doctorate in psychology, called for a reevaluation of both the definition and the study of dangerousness, noting that it be seen within a social context rather than solely on a psychological level.

"If we cannot reliably predict violent behavior, how can we justify our continued detention of juveniles evaluated as violent?" he demanded. "Can the use of unsubstantiated and demonstrably unreliable techniques be professionally and ethically justified?"

In a separate *Crime and Delinquency* article, Beverly Koerin wrote that methods of predicting violent behavior will probably never be fully reliable. She explained that the professionals involved in studying, rehabilitating and controlling violent offenders are subject to public pressure which demands that they protect society from crimes of violence, mainly by keeping the offender away from society.

Koerin cited statistics which show that the odds are 1 in 20,000 that a person will die from willful homicide, and 1 in 3,000

that a person will require hospitalization because of injuries suffered during an assault.

"Despite the low odds, many people continue to live in fear," Koerin, an assistant professor of sociology at Randolph-Macon College in Virginia, said. "A survey revealed that 50 percent of the women and 20 percent of the men in the United States are afraid to walk outside at night, even in the vicinity of their homes; one-third of American households contain firearms for protection against intruders."

Koerin noted that while professionals have tried to develop reliable techniques for predicting potential criminal dangerousness, their efforts have produced only a science of probabilities, not certainties. "The ability to predict violent behavior statistically or by clinical evaluation is grossly imperfect," she said.

In spite of the findings of several studies which question the reliability of predicting dangerous behavior, Koerin pointed out, more than half the jurisdiction in the United States have adopted dangerous offender laws which require that legal identification of the offender as dangerous be based on a psychiatric diagnosis.

"If violence prediction is not accurate, how many persons are suffering the loss of their civil rights because of invalid over-predictions?" she observed. "We must follow up recent dangerous offender and career criminal laws and programs to assess their deterrent value and their effect on the rate of violent crime."

Instead of trying to develop an accurate methodology for predicting violence, the nation should eliminate the potential causes of violent crime, according to Koerin. "If we seek to treat crime effectively, we must attack social problems such as poverty and unequal access to opportunities — conditions which may contribute to violent behavior," she said. "Elimination of poverty and racial discrimination should be national goals grounded in moral and humanitarian values."

Delaware court bars police from random license, registration checks of motorists

Police in Delaware have lost their unwritten prerogative to conduct random license and registration checks of motorists as the result of a recent state Supreme Court ruling, according to the *Wilmington Morning News*.

In a unanimous decision, the justices upheld a Superior Court ruling which had denied the admissibility of evidence seized in a random stop. They stated that unless there were "specific facts justifying the intrusion," such a spot check is unreasonable and unconstitutional.

The case involved 18-year-old William J. Prouse III, who was stopped by New Castle County Police Officer Anthony Avena during routine patrol. Avena had testified that he had seen no traffic or equipment violation and the Prouse's car was randomly chosen.

However, the officer noted that as he approached the car, he smelled the odor of marijuana and later noticed a bag containing leafy material protruding from under the front seat.

Avena seized the substance and arrested Prouse, who was later indicted for the possession of marijuana.

When the case went to trial, Prouse's at-

torney, an assistant public defender, filed a motion to bar the evidence on the ground that it was obtained during an illegal detention. When Superior Court Judge Joseph T. Walsh granted the motion, the state appealed.

Although Deputy Attorney General Gregg E. Wilson acknowledged that Prouse was detained without Avena suspecting that any violation had taken place, the state argued that randomly stopping cars for license and registration checks was constitutional and necessary to enforce motor vehicle regulations.

However, Justice John J. McNeilly, who wrote the Supreme Court's opinion, did not discuss the legality of systematic "roadblock-type stops" and instead invoked provisions of the Fourth and Fourteenth Amendments to the Constitution to note that "Evidence seized in disregard of these constitutional provisions is inadmissible at the trial of the person whose rights have been violated."

Noting that the Fourth Amendment guards against "unreasonable governmental intrusions," the court held that Prouse's right to free access to the public highways was violated by police interference.

Illinois study says youth rehab efforts do deter crime

A report of the effectiveness of juvenile corrections efforts in Cook County, Illinois has disputed the widely-publicized notion that delinquent rehabilitation programs do not work, according to a report in the *Chicago Sun-Times*.

In studying the cases of 492 delinquents, an evaluation team from the American Institute for Research compared the county's juvenile diversion program with the conventional method of imprisoning delinquent youths. The researchers found that both strategies had "a powerful and apparently long-term inhibiting effect on subsequent delinquent activity."

Specifically, the youths who had been subjected to either diversion or detention had 68 percent fewer arrests, 64 percent less court appearances and committed 74 percent fewer violence-related offenses compared to the period before they were incarcerated or diverted, the report said.

In a two-year follow up analysis, the researchers found no indication that the rehabilitated youths went back to committing offenses. "Reports of the futility of juvenile corrections [efforts] have been greatly exaggerated," the study noted.

The diversionary program which the report considered was begun by the Illinois Law Enforcement Commission in 1974 in an attempt to deal with chronic urban delinquents without resorting to imprisonment.

Designated as Unified Delinquency Intervention Services (UDIS), the project selected hard-core offenders who generally had more than a dozen arrests, six court appearances and at least three temporary imprisonments.

UDIS placed the youths, most of whom were minorities from broken and poor homes, in a variety of counseling, educational and residential programs run by public and private agencies and firms.

Although traditional diversionary practice dictates that the youths be kept at home, some of the UDIS juveniles were placed in other settings. The study found

that those who were removed from their normal residences showed more dramatic improvement than those left at home.

While the report gave no explanation for the success of both diversion and detention in rehabilitating the hardcore offenders, it theorized that delinquents are not compelled by circumstances to commit crimes but commit them by choice. The researchers noted that juveniles may commit crimes for fun, for money, to let off steam or to gain status among peers.

"It is suggested that recidivism was reduced because society did what was necessary to get the delinquents' attention and told them some good reasons why they should not do those things anymore," the report said.

James Zagel, the executive director of the Illinois Law Enforcement Commission, called the study's findings "very significant," noting that the report "comes to conclusions that are very thought provoking."

Police officer deaths drop to nine-year low

The number of police officers killed in the line of duty during 1977 was the lowest in eight years, dropping 18 percent compared to 1976 figures, according to a preliminary report released by the FBI earlier this month.

A bureau announcement reported that 91 state and local officers were slain last year in the United States and its territories. The death toll was a sharp decline from the 111 killed in 1976, and was the lowest rate since 1969, when 86 were slain.

"This dramatic decline is convincing evidence that today's law enforcement officer is better trained and equipped to handle life-threatening situations," outgoing FBI Director Clarence M. Kelley said in a statement. "Also, the law enforcement community is to be commended for creating among its ranks a greater awareness of the danger inherent in the profession."

In a regional analysis of the statistics, the FBI noted that 46 of the 1977 deaths occurred in southern states, 18 in north-central states, 14 in western states, 11 in northeastern states and one each in Puerto Rico and the U.S. Virgin Islands.

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Supreme Court Briefs

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By AVERY ELI OKIN

Cases Recently Added
to the Court's Docket

POLICE INVESTIGATORY STOPS

A petition for certiorari filed the first week of the new year has been granted in order for the Court to review the Pennsylvania Supreme Court decision which held that there "was illegal seizure within the meaning of *Terry v. Ohio* 392 U.S. 1 (1968)" where a "Missouri highway patrolman's decision to detain hitchhiker... led to discovery that hitchhiker was fugitive from justice in Pennsylvania."

In explaining the decision the Pennsylvania Supreme Court had stated that the facts of the case suggested that the highway patrolman did not have probable cause for the belief that the "hitchhiker was involved in criminal activity, and thus statements made by hitchhiker after he was taken into custody, as well as .38-caliber revolver that he surrendered to officer, should have been suppressed at hitchhiker-defendant's Pennsylvania trial on murder and other charges."

Among the issues before the Court are at what point, if at all, does a voluntary limited inquiry between the police and a citizen "become stop within the meaning of Fourth Amendment," and whether the facts in the present case "amount to stop within the meaning of Fourth Amendment." Also raised is the question of whether there exists, as a result of the limited inquiry, an unreasonable seizure which would "require application of exclusionary rule." (*Pennsylvania v. Jones*, 77-958.)

POLICE-CIVIL LIABILITY

The petition for certiorari filed by Solicitor General Wade H. McCree Jr. was granted in a case involving demonstrators and the U.S. capital police chief in which the Court of Appeals for the District of Columbia held that the police chief "was properly found civilly liable to such demonstrators for false arrest and violation of First Amendment rights, in view of fact that demonstrators were neither adequately warned that their conduct was illegal nor given adequate opportunity to comply with official orders."

However, the court of Appeals ruled that damages of \$7,500 each for violations of first Amendment rights are "totally out of proportion to any harm they may have suffered and requires redetermination of such damages by trial judge."

Among the questions raised for the Court's review is whether "federally supervisory police official have absolute rather than qualified immunity from suit for damages arising from his actions in performance of his official duties in directing and supervising police response to large demonstrations." Also before the Court is the issue of whether there exists a "cause of action for damages on basis of violation of person's First Amendment rights." (*Powell v. Deltums*, 77-955.)

DOUBLE JEOPARDY

The Court has docketed a case in which the new York Supreme Court reversed a "conviction of rape, assault, and unlawful imprisonment... on basis of *People v. Brown*, 40 NY 2d 38, which held that New York statute permitting prosecution to appeal trial court's dismissal order entered

before verdict violates Double Jeopardy Clause."

The issue on which the Court will rule is whether the "New York statutes allowing state to appeal from trial court dismissal order granted on defendant's motion, and retrial upon reversal by appellate courts, offend Constitution." (*New York v. Garland*, 77-890.)

PRISONERS' RIGHTS

Also appearing on the court's docket is a case in which the Texas Attorney General is seeking to overturn the decision of the Court of Appeals for the Fifth District which held that a "district judge erred in dismissing claim for failure to state cause of action under 42 USC 1983," in prisoners habeas corpus action which alleged "reprisal for legal activities."

Relying on *Menchum v. Fano*, 427 U.S. 215 (1976) and *Montanye v. Haymes*, 427 U.S. 236 (1976) the Court of Appeals stated that the inmate of a state correctional facility is entitled to "federal habeas corpus review." The habeas corpus action was filed when the prisoner was transferred to "another prison unit" after the prisoner allegedly gave "unfavorable testimony about prison conditions before legislative committee," and engaged in "legal activities on behalf of himself and other inmates."

The issue before the Court, simply stated, is whether a district court judge can dismiss a prisoner's habeas corpus action without explaining the reason for dismissal. (*Savage v. Lerna*, 77-951.)

Chief Justice's Annual Report: An Analysis

The highlight of the agenda for the mid-winter meeting of the American Bar Association was an address by Chief Justice Warren E. Burger on his "Year-End Report On The Judiciary."

The eight-page report addressed itself to the theme "the beginning of a new period of joint effort among the three branches of government for the improvement of the Federal courts," and its overall tone was one of cautious optimism. Departing from earlier year-end reports, the Chief Justice made constant reference to the actions of Congress in the areas of reform of the judiciary and the power of budget approval.

In fact, the Chief Justice all but gave Congress his highest acclaim in several areas of legislative action. One area where Congress and the Court have seen eye-to-eye has been with regard to the United States magistrate program, now in its seventh year. As early as 1975 the annual report entitled "The Condition of the Judiciary" stated that there were 143 full-time magistrates, who, with some part-timers, in fiscal 1975 "disposed of 255,061 matters that otherwise would have rested with federal judges." In this year's report, mention was made of the fact that the U.S. Senate has approved a bill which would allow magistrates "with the consent of litigants, to conduct any civil proceeding or any criminal misdemeanor case."

One-half of "The Condition of the Judiciary" text was devoted to explaining the seriousness of the backlog in the Federal system, and an analysis of the need for new judgeships to handle the increased work-

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BURDEN'S BEAT

By ORDWAY P. BURDEN

Vandalism above and below ground in New York City

Those people who haven't ridden a New York City subway in a good number of years - if ever - are in for quite a shock when they try our underground mass transit. Graffiti are ubiquitous, in a rainbow array of spray paint and magic marker.

Graffiti have always been a problem for the New York City Transit Police, according to Edward Silverfarb, the agency's public information officer. But in 1970 or 1971 spray paint vandalism became a fad, growing to the point where it was rare to see a subway car without some evidence of this crime. Quantitatively it remains the most difficult crime with which the city's Transit Police must deal.

In one recent fiscal year the financially-strapped city spent \$5 million cleaning up vandalized cars, Silverfarb reports. (The cost of repainting just one subway car is about \$2,400.) The total cost of subway graffiti can exceed even this \$5 million figure if one adds the cost of removing a car from service when a motorman's or conductor's window has been painted.

Close to 90 percent of those apprehended for subway vandalism are between the ages of 11 and 15. "Graffiti vandals are part of a special subculture with separate rules. To gain peer approval they must even steal the paint they use," says Silverfarb.

These children work mostly at night, sneaking into unused subway stations and climbing over fences into the vast yards where cars are laid up overnight. To patrol these places successfully would entail diverting Transit Police from areas in the subway system where there is a great deal of violent crime. "We have to set priorities," Silverfarb maintains. "There is a limit to how much we can spend just on this problem."

The youthfulness of the offenders in no way diminishes the crime in the eyes of the New York City Transit Authority, however. In addition to the huge inconvenience and financial burden these children impose upon other citizens, Authority studies have shown that 41 percent of those 15 and under who are arrested for graffiti will probably go on to commit felonies after their sixteenth birthdays.

As with all juvenile crime, the problem is aggravated by the failure of the courts to deal effectively with young offenders. For a while, the Family Courts were sentencing the children to a few days of cleaning up the subway cars. Unfortunately, this did not work too well, Silverfarb reports. In the first place it was a program that was expensive to administer because it required that Transit Police and other personnel be on hand to supervise. Secondly, it was counterproductive because the children loved the work. It was a diversion and gave them a chance to see their friends and partners in crime.

The New York City Transit Police has established a Juvenile Crime Unit which has been making an effort on two fronts to combat this form of vandalism. In the case of a child who has committed no other offenses, representatives of the unit visit the family, explain what the youngster has done, and caution that he or she may well be headed for serious trouble. With more serious offenders the unit prepares a report on the individual's record (thus obviating the problem encountered in many cases of juvenile records not being transferrable from one borough to another), then presses for stern treatment at the hands of the prosecutor.

Graffiti are not the only kind of vandalism to which the New York subway system is subject. The throwing of missiles at moving trains has been a serious, and more immediately dangerous kind of problem, particularly in areas of South Brooklyn where the train runs for a distance through an open ditch. However, Silverfarb says, police managed to curb this crime by staking out the trouble areas, by making arrests for trespassing, and by developing contacts with neighborhood youth gangs and clubs to convince the youngsters of the implications of this crime.

(Ordway P. Burden invites correspondence to his office at 651 Colonial Blvd., Westwood P.O., Washington Township, NJ 07675.)

ATF...

Continued from Page 1

the Federal Law Enforcement Training Center in Glynnco, Georgia and that the bureau hopes to open the academy to state and local law enforcement officers within the next two years.

An ATF spokesman told Law Enforcement News that the bureau's pilot Explosives Tagging Program, which began last July, is picking up momentum. He noted that seven explosives manufacturers have volunteered to mix micro-identification tags in their products to aid investigators if the explosives are used in a criminal bombing incident.

Commenting on the program, Davis noted that the tags have been successfully tested in Alabama, Maryland and California. "Ten million pounds of explosives material containing tags is going on the market in a national pilot test," he said. "Congress is considering legislation to implement the program nationwide."

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Penn State educators challenge uses of juvenile diversion

The line between the diversion and the institutionalization of juvenile offenders may become increasingly blurred if the criminal justice system continues to step up its involvement in programs designed to divert juveniles from correctional facilities, according to an article appearing in the most recent edition of the quarterly publication of the National Council on Crime and Delinquency.

Written by four educators from Pennsylvania State University and published in the January issue of *Crime and Delinquency*, the article contends that police officials, probation officers and courts may be using innovative diversionary programs for juveniles who might otherwise have been ignored or released to the custody of their families.

"Unless safeguards are built into the system, diversionary programs intended to narrow the domain of the juvenile justice system and promote less restrictive alternatives may result in the official and semi-official processing of larger numbers of

young people than ever before," the authors stated. "It may prove necessary to close institutional facilities at the same time as opening new programs; otherwise we will be left with both."

The article, entitled "A Critique of Diversionary Juvenile Justice," questions the value of new diversionary programs, noting that they "are certainly part of the overall system," and that placing juveniles in the programs "cannot fairly be characterized as keeping them out of the system."

"Diversion from the system — true diversion, as it is sometimes called — suggests that resources for the treatment of deviant youngsters ought to be reduced," the article said.

The four co-authors, Bruce Bullington, Daniel Katkin, James Sproles, and Mark Phillips, further pointed out that the juvenile justice system has been subjected to scathing denunciations from both the public and private sectors during the past 20 years, and that such criticism reinforced the movement toward diversion.

"That diversion has emerged as an attractive alternative is due, in part, to recurring observations that many misbehaving youngsters are already diverted from the formal mechanisms of juvenile justice with apparently beneficial results," they noted.

To support their claim, the authors cited studies in which young people reported their own previous delinquent behavior. The reports indicated that almost 90 percent of the youths committed offenses for which they could have been adjudicated as delinquent.

According to a Pennsylvania survey cited in the article, in 1971 only 92,000 youngsters accused of delinquency were taken into custody even though 1.4 million children were estimated to have committed delinquent acts.

The authors explained that while some of the acts went undetected, others "were noticed by parents, neighbors, shopkeepers, teachers, social workers, and even policemen who decided not to invoke the formal processes of law. That is true diver-

sion."

Citing a number of deficiencies in the way diversion is used by the criminal justice system, the article argued that constitutional protections won for juveniles are not being applied in hearings to determine whether a youth should be diverted. "Research on existing diversionary programs ought to assess the extent to which 'voluntary' participation is actually a result of plea bargaining away constitutional rights to minimize the chances of institutional confinement," it stated.

A second flaw pointed out in the article concerns the criminal stigma that might be attached to diversionary programs. "There is little reason to expect that current efforts will be any more successful than the efforts of the juvenile court reformers who coined the term 'delinquency' to avoid the stigma of criminal classification," the authors said.

Noting that minority groups and poor children will probably continue to be over-represented both in diversion programs and in juvenile institutions, the authors called for a major overhaul of the system.

"Reform of juvenile justice is necessary," they declared. "It may have to involve bolder and more daring charges in our assumptions about juvenile justice than proponents of diversionary programs apparently perceive."

DiGrazia meets his critics at NC meeting

Continued from Page 1

less," he said. "You can draw your own conclusions."

Tucker indicated that there is no personal animosity between him and di Grazia. "I have respect for his views," he noted. "He is accomplishing one thing — that is, stirring up debate of the issues."

In his speech, di Grazia acknowledged his role as a challenger of the status quo. "I know I do not have all the answers, but I do try to question and probe, maybe even provoke a little," di Grazia said. "I hope to stimulate thinking and generate debate."

While di Grazia noted he was pleased that Tucker had openly rebutted his position, the Montgomery County chief expressed regrets that the IACP had ignored the debate. "Unfortunately, many of you probably missed the controversy," he told the chiefs, "because the people who publish what should be our main organ of professional communication, *The Police Chief*, shied away from publishing either side of the controversy. Perhaps they did not think it was important enough."

Noting that di Grazia "made a valid point," Tucker said he agrees that the IACP should have covered the controversy. "It's unfortunate that one of the main organizations is not addressing areas like this," he declared.

Emphasizing the need for diverse groups to stimulate debate, di Grazia cited IACP's opposition to the proposed creation of a national criminal justice statistics bureau. He contended that IACP "obviously has an interest in maintaining the status quo," while PERF believes "the expanded analysis of all criminal justice statistics is in the best interests of policing."

"At the Forum, we believe that the representation of one viewpoint for all police chiefs, as was the practice in the past, is a disservice to policing," he said.

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Community-responsive policing

An interview with Dr. Lee P. Brown,
Director of Justice Services, Multnomah County, Oregon

Lee P. Brown has been the director of the Department of Justice Services, Multnomah County Portland, Oregon since June 1976. He assumed that post after serving for more than a year as the county's sheriff and director of public safety.

After beginning his police career with the San Jose, California, Police Department, Brown moved to the academic side of law enforcement, serving as director and professor of the administration of justice program at Oregon's Portland State University from 1968 to 1972.

He resigned his Portland State post to become the associate director of the Institute for Urban Affairs and Research in Washington, D.C., where he also served as a professor of public administration and director of criminal justice programs at Howard University.

The holder of both a doctorate and a masters in criminology from the University of California at Berkeley, Brown has been published extensively in various professional journals.

This interview was conducted for Law Enforcement News by Dorothy Guyot.



Dr. Lee P. Brown

LEN: As I understand the history of police-community relations units they were a reaction to disorders, and now that these disorders have ebbed many departments are considering disbanding units. What is your thinking on that?

BROWN: In many respects you are absolutely correct. Most of the programs were started in response to all the disturbances and disorders of the 1960's in our cities. One of the typical responses of administrators was some type of police-community unit relationships. However, many were ill-conceived, and were not true community relations efforts but more public relations efforts. Many police administrators, in my opinion, do not believe in the concept of community relations. Now departments have dropped the emphasis on community relations, even changing the name of the program, calling them "Crime Prevention," which is, I guess, consistent with what the emphasis is at this particular time. I believe, however, that the concept of police-community relations, that is, developing a viable partnership with the public is just as necessary today as before. The problems of the 60's that led to creation of police-community relations have not disappeared.

LEN: However, the effect of having a special police-community relations unit is, then, that other members of the police department think that community relations is the job of just that small unit, rather than that every officer in the department has community relations as his job.

BROWN: Yes, the perception was that police-community relations was a problem for the specialized unit and that the individual officer had no responsibility. However, the recognition that police-community relations is the responsibility of every officer must permeate all aspects of a police department's operation, whether it's patrol units, or detective units, juvenile units, or management. Police-community relations have a direct bearing on everything that goes on in the police department and should not, by any means, be narrowed to the responsibility of one isolated unit.

LEN: How did you carry this kind of a message to the Department of Multnomah County where you've been sheriff and are now Director of Justice Services?

BROWN: In Multnomah County we did not have have a police-community relations unit. My attempt there in undertaking a major reorganization under the neighborhood police team configuration, had a primary premise to that we of the law enforcement agency could not be successful without the understanding, support and cooperation of the public. Thus, in reorganizing one of our objectives was to develop a better relationship with the public. We assigned officers to a particular area on a permanent basis, stressed in our training program that community involvement was an important aspect of our organization, and changed our management styles.

Everything relates specifically to what I define as the role of a police officer in contact with Multnomah County. My objective was to have every police officer be what I term a community activist. That is, officer provided conflict resolution while at the same time attempting to de-

velop some long-range solutions to the problems that led to the conflict initially. To accomplish this, each team manager, with the participation of team members and members of the community, developed a social area analysis stating the problems, characteristics and priorities of that given area.

LEN: How do they go about getting ideas from people who live in that area as to what their priorities and problems are?

BROWN: Basically they use the existing community organizations what ever those organizations might be. Of course, there is an assumption here that the leadership of the organizations can represent or articulate the opinions of their constituencies. We attempted to involve each individual officer in the community by developing an incentive program based not only on training and education but also community involvement. An officer could put in so many hours of community involvement to earn credits for increased pay.

LEN: Would you explain that?

BROWN: In Multnomah County we have an incentive pay program where one can obtain money by doing certain

may follow up on a burglary and do a premise survey. They also helped man the storefronts. It is also important for the police manager to create an atmosphere in which the officers can take their lead from what the chief executive does. For example, as sheriff, I would hold what I call my Sheriff's People Day once a month on a Saturday. I'd hold office hours and have them give wide publicity to it, and anyone who wanted to could come in without an appointment to talk to the sheriff about anything they wanted. In that respect I served more like an ombudsman for the county because many of the problems that they brought in concerned non-law enforcement issues. However, I assumed the responsibility of referring their concern or complaint to the appropriate agency and assured also that they'd get some feedback as to what happened.

LEN: Does this also fit in with your idea of what patrolmen should be doing? Is he a referral agent for the parts of government which are falling down?

BROWN: The officer should be his community's ombudsman also. That's one of the things that we tried to bring out in our reorganization. Press relations is part of it too — as sheriff I'd hold a monthly press rap session without any press release. We just have the press come in and ask whatever questions they want to create the openness that's necessary for good press relations.

LEN: Because you have an open house "people's day" once a month, you'd get people coming to you. However, since the storefronts are there every day, they do not get a crowd of people. Did you ever take a look at how many hours the men spend in the storefronts for number of contacts from people actually coming and taking advantage of it?

BROWN: All of the storefronts were not opened all the time anyhow. There were set hours when they would be open and in some cases they were manned as a result of an assignment, other times it was as a voluntary community service function. One of the things I found, however, in looking at the officers' work in the storefront was that they utilized it far more than the citizens. It gave them an office in their area rather than having to come to the central headquarters all the time. If they wanted, they could write a report, use the phone, or call a citizen and say, "Could you meet me at my neighborhood office." Probably, in actuality, the storefront was of more benefit for the police officer than for the citizen, although I think the concept of it, that a citizen has the opportunity to come if he wants to, is still very valid.

LEN: How about other places for police officers to sit down and talk with a citizen somewhere in the commun-

"Police-community relations have a direct bearing on everything in the police department and should not be narrowed to the responsibility of one isolated unit."

things in three areas — training, education and community involvement. If an officer wanted to work with a Little League team on his own time, or wanted to work with a church group on his own time, he would receive points for that.

As a result, officers may start out with a minimum number of hours that are required to receive the pay, but then they became involved and put in many more hours than the requirement. There are several hundred different functions that are performed on a volunteer basis by the members of the department as a result of that program.

We also opened up storefronts in each team area. The objective there was to be acceptable to the public. So anyone who had a problem, a concern, or just wanted to come in and talk to a police officer or to make a report, could come in. Now, in some cases, this was somewhat frustrating to the police officer because the public didn't bang the door down to the storefront.

LEN: He sits there by himself.

BROWN: Right. But I think it is important for people to have the ability to come in to see him; whether they come in or not, they know that he's there. Similarly, we hired community service officers who have a variety of responsibilities depending on the priorities of the team. They may, for example, concern themselves with victims. They

ity? Are you encouraging your officer to go into restaurants or homes or wherever people work, if people want to talk to the officer, rather than to stand in the street and talk?

BROWN: We have a very active crime prevention program in the county and the major activities in our program include block meetings to which a resident will invite his neighbors and where a police officer will come in and give a lecture or program on how to protect homes from a burglar. The officers who actually work in that area are the ones who give the crime prevention program and gain the opportunity to meet with people on an informal, non-official basis.

LEN: How big is the population of Multnomah County?

BROWN: The county itself has in excess of half a million people in it. The area we're responsible for has about 170,000 people. Portland is in the middle. The area we have is about 370 square miles and most of it is on the east side of Portland. There are about 240-250 sworn officers and about 60-70 non-sworn personnel in the agency. We have five teams in the county and we feel we have probably five different styles of policing. That's considered five different priorities. I know specifically, for example, of one team where the major problem was with

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"We always say that patrolmen are the backbone of the police force. I believe that that's true. There are a lot of talents and skills out there, and to the extent that we can tap those talents we are a better organization."

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juveniles so the officers addressed their resources to resolving that problem.

One of the things that they did was to assign one of their officers to serve as a liaison with the high schools in that area. The emphasis on the schools grew out of the team, as the teams had more informal contact with the kids. Those types of activities were initiated within the team without any real direction from the top.

The whole issue is how do you go about bringing changes in the traditional structure. Many of the police departments in the nation have implemented the team police concept but I think ours differs considerably from most efforts. We developed a mission, and asked ourselves "What are we about as an organization?" In deviating from the traditional mission statement we looked at the wider context, rather than as a law enforcement function. We recognize that we have a responsibility for many other service functions, and as part of our mission statement we looked at how we can assist in resolving community problems.

LEN: In thinking through your mission did you look at American Bar Association Standards Relating to the Urban Police Function?

BROWN: Yes, we did. We adopted a mission statement that was developed under a program that was headed by John Angell from his study about consolidation of the Multnomah sheriff's office and the Portland Police Department. We took his concept of what a police department's mission should be and incorporated that into our mission statement. I consider that to be very important from a management standpoint, that what a police manager articulates on goals filters down to the street level. If, for example, a police chief says that our mission is law enforcement then that's what will be interpreted by the street. If his mission was service, problems of conflict resolution, or long-range problem-solving, then that message also comes out.

We have looked at the organization and said, "What can we do as an organization?" An important point of our agency since about 1955 required a four-year college degree as a minimum entrance requirement. We have an

porting crimes. Secondly, I believe that our clearance rate will go down because there is a transition period between when the detectives were doing their job and patrol officers took up the responsibility. Neither one of the hypotheses proved to be true. Our reported crime rate went down, our clearance rate went up. I have no idea why the reported crime rate went down. I don't publicly say it is because of team policing because I don't know. But I do think that team policing is responsible for the higher clearance rate. For example, if we had a team of petty larceny investigators, we would carry probably 100 cases. Obviously they are not going to do anything with most of those cases. And if we have a hundred patrol officers out there, each with only one case to handle, they will produce a clearance rate that's higher than the detective's rate.

LEN: Are you pretty satisfied that there were no particular changes in how clearances were arrived at?

BROWN: We had pretty close checks on that. In particular, we have developed a monitoring system, a system of assigning priority to cases. If a case comes out low on the priority list then we write the citizen a letter and say, "You have reported your crime but we have no additional information. Unless you supply us with additional information, we would not be doing anything additional on your case."

LEN: In the teams, was there any problem of the team manager not being there, so that someone had to act as team manager who did not have the rank?

BROWN: The team manager would have an assistant team manager who would be a sergeant. So there would be someone in a supervisory position whether the team manager was working or not. Team managers would mainly work daytime and would rotate day and night so that there would be a team manager at work at nighttime. For all practical purposes, he was sort of like a sheriff for his particular area.

LEN: Do you think the bigger question is that since police departments have traditional structure like little armies, with a ranked hierarchy, this conflicts with a team concept? What do you see that team policing has done to the rank structure in the Multnomah sheriff's department?

that came to me. In addition, I would go out and ride around with the patrol officers also to be with them. I also called in officers periodically, so we would bring in a group of five patrol officers and five sergeants and meet with them without an agenda, just to see what impact our decisions were having, and what the problems were out there.

LEN: What particular problems did you have in starting team policing?

BROWN: There are always problems. During the implementation of team policing the change process was traumatic to a lot of people. Everything, and I say that almost literally, that we had a problem with was attributable in the minds of the other members of the department to team policing. There was a morale problem, a communications problem, a facilities problem, a problem with equipment. When team policing came, they became team policing problems.

In order to really get down to the matter of how to proceed, it's necessary to talk with people. That's one of the things that we have attempted to do. We made our staff meetings open to anyone who wanted to come in. We would take the minutes of the meeting and post them on the board so that all department members would know what was going on. I think it's very important that they know when the decision comes out, there is some logic behind the decision. So whatever the atmosphere was, if they wanted to participate in the decision the opportunity was there for them to do so.

LEN: Did officers come to staff meetings before you came?

BROWN: No, it was just something that I believe in. And it was brought to my attention that staff meetings were closed and so I worked to change the atmosphere. We always say that the patrolmen are the backbone of the police force. I believe that that's true. I do not believe that all knowledge resides in the top management level. There are a lot of talents and skills out there, and to the extent that we can tap those talents and skills we are a better organization. So it necessitates some things that can be done by management to make an open organization. I had a plan to demilitarize the department. That has happened to some degree but I wanted to do it here in a symbolic way by removing the military titles. That I did not do because it was an issue that was opposed by almost everyone else in the department. And rather than sacrificing the big picture for that symbolic change I did not arbitrarily implement it.

LEN: You used the title of team manager?

BROWN: On our civil service classification system now we do not have openings for captains or lieutenants any more. We have new positions for public safety managers and eventually, according to our long-range program, they will not be captains or lieutenants. Anyone else that would be promoted would be promoted as a public safety manager whether he is a lieutenant or a captain. The long-range plan will also do the same thing with the sergeant, and that position will be called public safety supervisor. For the patrol officer, then, you would have the public safety officer. It is a long-range plan to do away with the military titles rather than arbitrarily eliminating them all at once. For example, the sheriff is called the Director of Public Safety and his assistant, the Assistant Director. So our structure at some point in time will have to have a community service officer, a public service officer and public safety manager.

LEN: What is the attachment to the old military titles? Why was it so strong?

BROWN: There is a status that goes along with being captain. If you have been working your way up the organizational structure for years and finally reach the position where you are captain, then there is the reluctance to lose that title. My concern is that there is also, I think, an attitude that goes along with the rank. If you are called a captain, you have to act like a captain. Our whole program will try to adopt some contemporary management concept to running a law enforcement agency and I think we are relatively successful from our own internal evaluation of our efforts.

LEN: What about the substance of changing the ranks? If you keep a particular job like team manager open only to somebody who is of particular rank then whether you call

"We have an agency that is highly educated and one of the major concerns about reorganizing is how do you keep those highly educated people challenged."

agency that is highly educated and one of the two or three major concerns about reorganizing is how do you keep those highly educated people challenged. A word should be said about job satisfaction for the officers too. There are a number of management changes, the first one being the mission statement that we talked about earlier. The second one was the decentralization of responsibility and also authority, allowing the team level to make decisions about how they deliver police service.

LEN: How big is each team?

BROWN: The teams average about 20 to 30 officers per team, with the team manager being responsible for that area on a 24-hour basis.

LEN: Does the team manager hold a particular rank?

BROWN: A lieutenant. Then we also looked at other things in terms of a deemphasis on specialization. We reorganized the detective unit and a juvenile unit. We took half of the people who worked in those areas and put them back in uniform and created what we call a "Six Team," which is what we call our detective team. We gave responsibility to the team patrol officers for handling the investigation of a number of offenses. We excluded some of the major offenses, such as homicide, child abuse, fraud and organized auto theft, because of the necessity of having some degree of expertise and the amount of time it takes to follow up on these cases. Other than that, we have the officer who takes the case also take responsibility of doing the follow-up investigation.

LEN: How well do you consider investigations by patrol officers to be working?

BROWN: When we underwent the reorganization I had two hypotheses. One, that the reported crime rate would go up. I believe that because I feel if we are successful in community involvement, we should have more people re-

BROWN: Our objective was to develop an atmosphere of participatory management. That was done in several ways, by allowing the teams to develop their own priorities, develop their own goals and objectives and allow them to make input into management decisions. We have creative task forces comprised of the various ranks. As a matter of fact, even the concept to go to team policing came out of such a task force. It wasn't a management decision that came down, but rather one that came up through the ranks.

I was the Multnomah County sheriff in January of 1975 when the concept had been recommended and accepted prior to my arrival. My job was to implement team policing which had already been agreed upon prior to my arrival. I was going to be the one to guide it through its implementation stage.

LEN: How did you arrive at the stage where people of police officer rank spoke freely concerning your ideas?

BROWN: I didn't have that originally. One of the major criticisms that I received was that many officers would come to me and say, "We've sent through recommendations to do something and nothing ever would happen." Or, "We have no say-so in decisions that affect us." There was criticism about the command staff not knowing what's going on in the street. My posture was very open. I not only had an open door for the public but for the officers, too. Anyone could come in and talk to me. One of the deputies of the command staff proposed that any officer not in patrol should do a sabbatical and go out and ride in a patrol car for so many hours each quarter. We implemented that program.

LEN: Who brought in that suggestion?

BROWN: One of the patrolmen. We concentrated our effort on responding to every inquiry and recommendation

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him a lieutenant or call him a super safety supervisor, it's still a rank. But if you have a team manager who in fact has talent but who has been with the department a short time, then you have indeed undone the substance of rank. Did you make any jobs open to officers who were not of a particular rank?

BROWN: No, we did not. About the only thing we have is one position in the department right now which would traditionally be a captain's position but which is filled by a lieutenant of civil service rank. We are not making an attempt to take away the civil service ranks right now because we could not do so by civil service. We look to the future and at some point in time, we will have the flexibility of doing what you said. Legally I cannot do it now because of civil service. Officers earned their titles as captain and lieutenant and you can not retroactively defy them and take the titles away.

LEN: Right, I am thinking of leaving the titles alone. My analogy is to the university where a full professor keeps his title and the instructor keeps his. But the instructor could teach the very same course which the full professor teaches. It depends upon whether the instructor has the expertise for it. Management basically puts people into particular positions on the basis of their expertise.

BROWN: That's very desirable but we are hampered in doing that by civil service. One cannot work on a new job classification. Thus, a deputy cannot be a supervisor because he's not reached that civil service classification. That is the problem.

LEN: Did you run into trouble with team members being asked to take on responsibilities which originally had been supervisory responsibilities?

BROWN: There was some opposition to implementing team policing and there is probably still some opposition to team policing after it has been in operation. I think I'll get a chase in terms of any reorganization. When we went into team policing, the first thing I did was to send a questionnaire to every person in the department, asking them to identify potential problem areas that they could see from our reorganization. In addition, I took the chance of asking as a last question, "Shall we implement team policing?" and, fortunately, the majority said "Yes." If I had had a majority say "No", I would have been in a difficult spot.

LEN: What percentage did you run on that one?

BROWN: I don't really know the exact percentage but it was a majority. There was opposition certainly, though it would be detrimental to the department. There were periods of crisis, when many thought the organization was falling apart. One of the things we did do was to allow people to make mistakes. That was very difficult for me to do as the chief executive of that department. The word comes back in time, "The sheriff can't make a decision." And, "The sheriff does not want to make a decision." In fact, the sheriff wanted them to make the decision. So they criticized the sheriff's leadership, because I did not make the decision. That's one of the risks that you take in attempting to change. It is probably easier to make the decision, than to take the heat of not making the decision.

A leader is tested in trying to bring about change. An example of the testing took place on a retreat for a one-week training program. I would go to each team training session and sit down with them and talk about my concept about policing, my concept of team policing and my concept of participatory management. Many people thought that participatory management would be majority votes and majority wins. That is not what it is all about. For example, one team wanted to know if they could wear beards. That was thrown out to me at one of the meetings and my response was, "If your team decides they want to wear beards, then wear beards." As a result there was a department policy if one wanted to wear a beard, keep it neat and trimmed, you can wear a beard. That's one example of things that can result from testing.

LEN: How does the fact that the officers were college-educated influence the process of change?

BROWN: Essentially, I think the department was more service-oriented to begin with than the average police department. That made it easier. I think we were able to go about our change at a rather rapid rate. In my estimation, officers who have gone to college have a greater understanding of the problems of society. They're able to use

more alternatives to arrest than the average police department members will. The whole general atmosphere of accepting change, accepting a philosophy and understanding the dynamics of change is easier by virtue of the educational level that we have here.

LEN: To what extent did you find that the educated officers do not need supervision? Did you find that the traditional forms of supervision which police officers are supposed to have are inappropriate? Did you find new and appropriate forms of supervision which fit into your view of the police as providing service, and your view of the officer as being the one who makes the judgment about alternatives to arrest?

BROWN: In our situation our emphasis was on giving the discretion to the officer, treating him as a professional who was capable of making those decisions. One of the major problems we had in implementing team policing was somewhat related to that. We placed a lot of emphasis on team managers; the literature told us that was the key to the success of the operation. We placed a lot of emphasis on the patrol officer through training and guidance. We placed very little emphasis on the first line supervisor, the sergeant. The general attitude in the agency was that the team manager has a role, the patrol officer has a role, but there is no role for sergeants. We had to go back and do quite a bit of work to try to clean up that mistake.

LEN: What role did you find for sergeants?

BROWN: Ideally, the sergeant's role was to be the advisor,

"The general attitude in the agency was that there is no role for sergeants. We had to go back and do quite a bit of work to try to clean up that mistake."

the leader, resolving problems when the officer called upon him to do so. It has materialized into that now, but it took some effort because supervisors were pretty much left out of the equation that we first developed.

LEN: They are not supposed to give orders anymore, right?

BROWN: Right. There was an attitude developing among the officers that, "We are the important ones, therefore we don't have to listen to the sergeant anymore." That was one of the real crisis situations in implementing team policing — that role definition for the sergeants.

LEN: If you had a free hand and did not have a civil service commission or a union to work with, how would you restructure things between patrol officers, sergeants and lieutenants within the team?

BROWN: I would still place the major emphasis on the patrol level and we do that to a great degree right now. We also have a rotation policy where an officer will not stay in a specialized unit more than a few years, and then will rotate back to patrol. I would develop a mechanism of identifying the talent that exists within the department. If I had no constraints on how I could use people, those with the talents would be used for the positions which fit their talent. If one is a good manager, even if he is a patrol officer, then he would be the manager and paid accordingly with monetary rewards. I would have a system where one who wanted to remain as a patrol officer could do so without having to transfer to some specialized unit or to some advanced position and still receive his monetary rewards. I would have a system where one who wanted to remain as a patrol officer could do so without having to transfer to some specialized unit or to some advanced position and still receive his monetary reward. I see nothing wrong with patrol officers, for example, receiving a salary — after obtaining certain knowledge, skills and longevity — that's equal to what certain managers get.

LEN: Thus, you really mean that the job on the street is the most important job.

BROWN: Right, rather than saying that we do things to make it come true.

LEN: Would you have a role for sergeants in this restructuring? Or would you just have police officers and team managers?

BROWN: I would still have a supervisor. I think that is necessary. That's not unique to other businesses where you have supervisors; I think it's necessary in law enforcement too.

LEN: Consider such professionals as doctors, lawyers and

professors. They have somebody who is responsible for the administrative backup, but basically they do not have supervisors.

BROWN: In police work, I would not change it. I would have a supervisor. His role would be different from the traditional police sergeant, but he will be there as the advisor to the officers to do things that they need help in doing.

LEN: What funding did LEAA provide for implementing team policing? About how much did it come to and in what ways did you spend it?

BROWN: We did not implement team policing as a result of LEAA funding. We were going to implement team policing and it so happened that we found out that LEAA was giving away money for team policing. So we got a grant of \$179,000 that was used mainly for our training programs and consultants and our technology transfer responsibilities. We were able to pay overtime for training, bringing in training consultants, bringing other agencies in for on-site visitations and seminars, and going other places to look at team policing.

LEN: If you had to spend only local resources to implement team policing, about how much would you have been spending? Would it have been something like the \$179,000 from LEAA?

BROWN: It would not have been \$179,000. We would not have been able to do the extensive training or utilize the consultants that we did. I think our major cost would

have been in overtime because our union contract requires straight pay for overtime, no comp time. I suspect we're talking about \$50,000 to \$75,000. Our budget at that time was about \$10 million.

LEN: Now in team policing, one of the aspects I've never heard anybody discuss is police discipline and accountability. Have you changed the system for handling officers' misbehavior?

BROWN: The system that we had prior to implementing team policing is still in place. I think that maybe something happened at the team level where the team manager may do something more informal than what would have been the case in the past.

LEN: What was the previous system that's still in place?

BROWN: If a citizen files a complaint, then it would be logged with what we call a C number. Then the complaint would be given to internal affairs for handling. In most cases the complaint would go out to the team manager for an investigation. First a letter would go from the sheriff acknowledging the receipt of the complaint. After all the determinations were made, then another letter would go back from the sheriff to the citizen saying that we have investigated the complaint and these are our findings. We give them a number that they can call if they want additional information or if they disagree with the disposition and want us to pursue it.

LEN: Was it your sense of the process that complaints were investigated thoroughly?

BROWN: Well, it was my responsibility to see that they were, I would personally review any complaint before I signed off on it, and it was not unusual to send it back for additional investigation. I think that's an important management responsibility. After a while it becomes pretty well known that if someone sends in something that is not objective or complete the sheriff is not going to accept it.

LEN: Do you think that the teams are probably doing considerable handling of minor complaints informally?

BROWN: What is happening is that the citizens are beginning to know that there are team managers and any complaint that comes in has to be logged; that is a control mechanism. Frequently what happens with the team is that someone calls in and says informally that his officer did such and such and I just want to let you know about it. The team manager can do whatever he does in terms of counseling the officer, getting back to the citizen. We still keep a log on every formal complaint that comes in.

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"When we went into team policing, the first thing I did was to send a questionnaire to every person in the department, asking, as a last question, 'Shall we implement team policing?' and fortunately the majority said 'Yes.'"

Current job openings in the criminal justice system

Seminar Coordinator. The Southern Police Institute in Louisville, Kentucky is accepting applications for this full-time professional staff position to begin July 1, 1978. Primary responsibilities include administering and supervising on-going seminar programs with capabilities in developing successful and contemporary seminar programs in the law enforcement field.

A haccalaureate degree in police administration or a related field is required. Previous public law enforcement experience preferably at the state or local level and demonstrated career achievement at the administrative level is also required. Starting salary will be \$19,792.

Send resume before March 31, 1978 to: Director, Southern Police Institute, School of Police Administration, University of Louisville, Louisville, KY 40208. An Equal Opportunity Employer.

Research Positions. The Joint Commission on Criminology and Criminal Justice Education and Standards is seeking applicants for the positions of Research Associate and Research Assistant.

The Research Associate will be responsible for supervising, coordinating and assigning research tasks in connection with overall project responsibilities related to higher education in criminology and criminal justice. Working with a project team, he or she will be called upon to conceptualize, routinize and manage components of research tasks as required. The salary ranges from \$17,000 to \$20,000.

Two Research Assistants will perform tasks as assigned by the Principal Investigator or Research Associate. A masters degree is preferred, with general skills in research methodology, and clarity of writing is required. Starting salary is \$12,000.

All positions require a willingness to relocate to the Washington, D.C. area no later than June 1, 1978. Anticipated duration of the project is a minimum of 3 years.

Send resume before March 31 to Dr. Richard H. Ward, Vice Chancellor for Administration, University of Illinois, Chicago Circle Campus, Box 4348, Chicago, IL 60680.

Faculty Position. The University of Louisville in Kentucky is offering a tenure track teaching position in criminal justice/police administration with a 12 month contract, to begin July 1, 1978.

Primary responsibilities include teaching courses in criminal law, constitutional issues in criminal justice and legal aspects of criminal justice management at undergraduate and graduate levels, including teaching of in-service practitioners in Southern Police Institute.

The position requires a J.D. from an accredited law school, LL.M. preferred, plus membership in a state bar association or eligibility for membership. Prior active criminal justice experience in the areas of teaching responsibility is also required, preferably as a legal advisor in criminal justice matters as well as prior teaching experience in the relevant fields. Current salary for this position is \$20,000 for 12 months plus usual fringe benefits.

Send comprehensive resume and three references to: Stanley L. Swart, Chairman, Search Committee, School of Police Administration, University of Louisville, Louisville, KY 40208. Deadline for all submissions is March 31, 1978.

Campus Police Officers. The University of Arkansas at Fayetteville has announced several officer vacancies in its Department of Public Safety. The post is said to be an excellent opportunity to obtain a degree or do post graduate work for which LEAP funds are available.

With 23 sworn and 20 civilian employees, the department provides innovative and progressive policing for the university complex. Salary is comparable with other area agencies and excellent fringe benefits are provided. Opportunities will be provided for promotion and advancement.

Send application and resume to: Personnel Director, University of Arkansas, Fayetteville, AR 72701.

State Traffic Officer Cadets - Female. The California Highway Patrol is recruiting women candidates for this post throughout February. Qualifications include 20 to 31 years old, uncorrected vision not less than 20/40, correctable to 20/20 in each eye, weight proportional to height, waist measurement not in excess of chest at repose, height not less than 5'6", nor more than 6'6", and

normal health with no physical handicaps which would interfere with job performance. Applicants must possess a high school diploma or equivalent.

The names of women who pass the written exam on April 1 as well as the oral interview test will be placed on the civil service eligible list. Appointment to the CHP Academy will then be contingent upon passing a physical performance test and a background investigation.

Apply before March 2, 1978 to: State of California, Business and Transportation Agency, Department of California Highway Patrol, Sacramento, CA 95805. Telephone: (916) 445-3908.

Coordinator - Criminal Justice Program. Georgia State University is seeking a candidate to administer criminal justice courses within its College of Urban Life. The program offers an A.A., a B.S. and an M.S. degree and presently has an enrollment of approximately 400 students. The university is a nonresident institution located in the heart of Atlanta with approximately 21,000 enrolled students.

Applicants must hold a doctoral degree in criminal justice or a closely related area such as sociology, counseling or law. They must currently be engaged in teaching, research or educational administration and should be familiar with interdisciplinary activities. Primary responsibility will be the future development of an established criminal justice program. Salary and rank are open.

Send resume to: Office of the Dean, College of Urban Life, Georgia State University, University Plaza, Atlanta, GA 30303. Filing deadline is April 1, 1978.

Coordinator - Criminal Justice Program. The Sociology Department of the California State College at San Bernardino has an opening available for a coordinator of an undergraduate criminal justice degree program beginning September 1, 1978. Appointment will be at the assistant or associate professor level, depending upon qualifications.

Teaching duties include introductory courses in criminal justice and advanced sociology courses in criminology. Administrative responsibilities include coordinating activities of the criminal justice program and working with criminal justice agencies.

Applicants must possess either a Ph.D. in sociology, a doctorate in criminology or a Ph.D. in criminal justice with strong background and training in sociology. Professional experience in the criminal justice system is preferred, and excellence in teaching and strong research capabilities are expected.

Send letter of application and vita to: Dr. Carl Wagoner, Sociology Recruiting Committee, Department of Sociology, California State College, San Bernardino, CA 92407.

Criminal Justice Faculty. Due to expansion and anticipation of a graduate program, Northern Michigan University has a number of faculty positions available for Fall, 1978 in its Criminal Justice Department. The posts involve

teaching in the areas of law enforcement, corrections and court administration.

Work experience in law enforcement, prosecution, corrections or courts is required, and previous teaching experience is preferred. Candidates should have either a Ph.D., an Ed.D., a D.P.A., a J.D., an L.L.B., an M.S.W. or an M.C.A. Rank and salary will be competitive depending upon qualifications.

Send resume, official transcript and the name of three individuals that may be contacted as a reference to: Search Committee, Mr. James Haviland, Criminal Justice Department, Northern Michigan University, Marquette, MI 49855. Deadline for applications in March 15, 1978.

Criminal Justice Faculty. Illinois State University at Normal-Bloomington has a position opening for the fall, 1978 to teach an introductory course in criminal justice and planning/administration courses.

A Ph.D. is preferred, however, an A.B.D. will be considered for the post. Candidates with backgrounds in criminal justice, sociology, and/or public administration are desired, but experience in the law enforcement field is preferred.

Send resume, transcript and three letters of reference by April 1, 1978 to: William L. Selke, Ph.D., Department of Criminal Justice, 401 Schroeder Hall, Illinois State University, Normal, IL 61761. (309) 436-5678.

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Center of Criminal Justice Arizona State University

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CRIMINAL JUSTICE LIBRARY

Scientific advances and the investigative process

Keith Simpson discusses the development of scientific techniques of importance to criminal investigation as occurring in three overlapping stages (1969). The first stage, the "Medico-Legal Era," is considered to have been characterized by increasing use of expert medical evidence to

BOOK NOTES

By ANTONY E. SIMPSON

determine cause of death or injury in criminal cases. This period saw the progressive development of forensic medicine as a field of study which assisted the courts in determining the facts in a case, but provided limited assistance to the criminal investigator concerned with non-medical aspects of detection. Simpson's account includes a discussion of the major published works documenting the development of legal medicine in this early period. In this and other accounts of the beginnings of scientific criminal investigation the work of Alfred Swaine Taylor is cited as constituting the major body of published material produced in this era (Taylor 1836, 1844 and 1865).

The second stage in the development of criminal investigative techniques is termed the "Criminological Era" by Simpson and characterized by the evolution of series of scales for the identification and description of evidence. The major accomplishments of this era lay in the development of techniques which could be used to classify and identify items of physical evidence. Anthropometry — the use of physical measurements to identify persons — was suggested in the work of Quetelet and Lombroso and first undertaken on a systematic basis by Alphonse Bertillon in Paris in the early 1880's. The Bertillon systems, using physical measurement and the more qualitative *parole parle*, achieved considerable popularity and some success. *Bertillonage*, the identification of criminals by recording measurements of eleven separate physical characteristics, survived until fingerprinting became recognized as a more accurate technique. The *portrait parle* is still used in some police agencies as a shorthand form of describing suspects. Bertillon's own works remain the classic account of this system (Bertillon, 1889 and 1896). Other works providing discussion of the Bertillon system as it was developed in the 19th century and in the modified form in which it has been used in more recent times include Wilder and Wentworth (1918) and Rhodes (1956).

Although some controversy exists over when the fingerprint technique for individual identification was introduced, there is general agreement that fingerprinting as a system for the identification of criminals was pioneered in the work of Sir Francis Galton (1892 and 1908). Systems of fingerprinting were formally adopted by police agencies in London and Buenos Aires in 1894. Official recognition of the system in Britain was primarily due to the prestige of Galton, as well as to the obvious merits of the concept. Developments in the Argentine system were, as in Europe,

strongly influenced by the efforts of one man, in this case Juan Vucetich, a Croatian immigrant and head of the Statistical Bureau of the La Plata police. Vucetich's work paralleled that of Galton and earlier workers to a large extent. However, this Argentinian police officer made a significant original contribution to the science of fingerprinting in developing and refining schema for the classification of prints (see Vucetich 1904 and 1929, Perich 1913).

General acceptance of fingerprinting as the major technique for the unique identification of criminals occurred in the last decade of the 19th century and the first decade of the twentieth. The initial weakness in Galton's system concerned the lack of an efficient means by which fingerprinting records could be classified and accessed. Acceptance of the concept by police forces throughout the world was heavily influenced by the further development of classificatory techniques which facilitated the use of fingerprinting as a practical tool for law enforcement.

Vucetich's efforts represented an important step in this direction. Galton's later work also contributed a great deal toward the resolution of this problem (1895). Of the many researchers who experimented with fingerprint systems in these early years, the name of Edward Henry is outstanding. The classificatory techniques used by Henry while a senior officer in the Indian police were of major importance in developing fingerprinting as a practical system. Henry's ideas were officially adopted by the governments of Great Britain and India and Henry himself exerted considerable personal influence on the development of techniques of criminal investigation in his later capacity as head of Scotland Yard.

By 1914, fingerprinting had become widely adopted. The period since then has seen further refinement of systems of classification. However, the Vucetich and Galton-Henry schemes of classification still represent the bases upon which modern systems are based. Of the many works on this topic, Herschel's early account is still the most detailed discussion of the origins of fingerprinting (Herschel, 1916). An important recent discussion of the history of fingerprinting is included in Thorwald (1965 13-114) and Block (1969). There are a number of standard manuals dealing with the practical applications of fingerprinting techniques. Notable among these is Henry's own work, published in eight editions between 1900 and 1937. Other well-known sources of this type include Bridges (1963), and Cherrill (1954), Kuhne (1941), U.S. Federal Bureau of Investigation (1973) and Moenssens (1971). Most of these sources include some discussion of detection of fingerprint forgery. The standard work on this topic, however, is Chapel (1941). An excellent and up-to-date survey of the present technology and future potential of automated fingerprinting systems is provided by Foote (1974). Stroh's article outlines the features of MIRACODE, a computerized fingerprint identification system (1974). The auto-

mated fingerprint access system presently being developed by the Federal Bureau of Investigation is described in two articles recently published in the *F.B.I. Law Enforcement Bulletin* (Banner and Stock, 1975a and b).

Palmprints and fingerprints have also been used as means for the unique identification of individuals. Techniques for the classification of palmprints have long since been developed (see Cummins and Midlo 1961 84-119). However, the application of palmar classification schema to the systematic collection of prints has not been popular among police agencies. A notable exception to this statement is the Merseyside Criminal Record Office at Liverpool, England, which developed such a system in 1965 in response to the increasing number of palmprints received by the agency for examination. The literature of this subject is very sparse. Two of the most important works relating to palmprinting are the book by Cummins and Midlo, cited above, and Alexander (1973). This last includes a detailed description of the system insti-

tuted by the Merseyside agency.

The use of evidence from footprints has long been recognized. *Criminal Investigation*, written by Hans Gross and published in various editions between 1907 and 1962 includes a chapter on footprints and their use both as identifying characteristics in themselves and as indicators of the height, weight and other features of people. Gross's work remains the major published discussion relating to footprinting in particular, as well as to criminal investigative techniques in general. A review of the developments in, and the bibliography of, this field is included in Pomarico (1962).

A major development of 20th century forensic science has been the use of increasingly sophisticated techniques to identify individuals by analysis of bloodstains or other body secretions. Earlier in this essay, reference was made to Keith Simpson's short history of scientific criminal investigation which outlines three phases of historical development. The last of these, the

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Scientific advancement and the investigative process

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"Scientific Era," is characterized by the development of practical techniques for the identification of evidence which are a consequence of the increasing availability of sophisticated equipment. Simpson cites a text written by Orfila in 1813 as a watershed in the application of analytical chemistry to crime investigation and refers to an 1840 court case as the first occasion upon which this application bore fruit (1969:57). If advances such as fingerprinting and other anthropometric measurements can be seen as major achievements of the "Criminological Era," the tremendous increase in the ability of forensic scientists to apply modern techniques of measurement and analysis to physical evidence is the characteristic of the third stage of development, the "Scientific Era" (Simpson, 1969).

The application of body secretions analysis to physical evidence used to assist in the identification of individuals relied, like most applications of forensic science, on the findings of original research and on the increasing availability of sophisticated techniques of instrumentation. The phenomenon of iso-agglutination and the existence of the ABO blood-group system was discovered by Karl Landsteiner in 1900 (see Landsteiner, 1901). A theory accounting for the genetic determination of ABO blood group types was suggested by Bernstein in 1924 and a mass of subsequent population studies have served to support the explanation of ABO inheritance in terms of Mendelian laws of heredity and to document the distribution of types in populations throughout the world (Suss-

man, 1968). Research in this field over the last half-century has focused on the identification of other genetically determined systems relating to blood and other body secretions.

Major achievements in research on blood groups have been the discovery of the MN system (Landsteiner and Levine, 1927), and the identification of the Rh factor and its influence on the consequences of blood transfusions between people of different groups (Landsteiner and Wiener, 1940). Subsequent progress has resulted in the isolation of subgroups of known systems and of systems which were hitherto unknown. "Closer and closer has this science come to fulfilling Landsteiner's prophecy that the individuality of blood will someday be comparable to the individuality of fingerprints" (Sussman, 1968:5). Apart from the works cited above, major publications dealing with blood group systems and the identification of blood group types include Stern (1973), Wiener (1961 and 1965), Boorman and Dodd (1970) and Zmijewski and Fletcher (1972).

It is important to note that not all of the known blood group systems can be identified through the analysis of bloodstains. Such analysis requires the application of specialized techniques, and the development of techniques and methodologies appropriate to the testing of blood specimens in the forms in which they are commonly encountered by forensic scientists has been a major achievement in the application of science to criminal investigation. Outstanding works dealing with the problems, accomplishments and method-

ologies applied in this field include Culliford (1971), Sussman (1968), and Wilber (1974). This last is particularly valuable for its inclusion of bibliography relating to particular tests used to identify specific blood groups. Wilber's work provides an excellent

overview of the advances made by forensic science in the identification of blood group types by the analysis of specimens of bone, seminal stains, fingernails and hair.

(To be concluded in the next issue of Law Enforcement News.)

New additions to the literature of criminal justice

The Dysfunctional Alliance: Emotion & Reason in Justice Administration, edited by Daniel B. Kennedy. Cincinnati: Anderson Publishing Company. 1977. 271 pages.

Daniel Kennedy has put together an excellent book of readings centered around active controversies which are prevalent in today's criminal justice system. Traditional versus more professional police practice, individual versus equal justice, and punishment versus rehabilitation are just some of the themes dealt with in this sophisticated and interesting volume.

The book is divided into two parts, and Part I, which deals with arrest, deliberation, and judgment, appears to offer a better balanced, with articles covering various aspects of the police, trial, judicial and sentencing functions. Part II, covering imprisonment, probation and parole, is adequate and even stimulating at times -- evidenced by George Bernard Shaw's classic piece on English prisons and David Fogel's excerpt "On Guarding Prisons" -- but several of the articles rehash tired themes that have been explored elsewhere.

Mark Hine and Candice Piaget of Anderson Publishing Company also appear

to deserve substantial credit for this positive contribution to the literature. In the book's Foreword they state quite succinctly the rationale for this volume:

"What must be recognized by criminal justice professionals as well as the public is that this confusion as to the obligations of democratic justice is unavoidable, criminal justice controversy equally inevitable. Apologies are not so much in order as a common recognition that there are no absolute solutions to the obvious philosophical difficulties that arise in the administration of justice. It will always be as difficult to punish as it is to ignore the necessity for order. Emotion and reason are permanently allied in our system of justice; they provide the basis for controversy that ironically preserves, rather than prevents, democratic justice."

The Dysfunctional Alliance: Emotion and Reason in Justice Administration would provide a valuable supplement to criminal justice, criminology, and other related courses. In addition, it would serve as an excellent primary text in an upper division or graduate "problems" seminar.

—Michael Braswell

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 - Lieutenants
 - Sergeants
- The Assessment Center, when implemented properly, is a job-related, objectively oriented means of providing administrators with more comprehensive and job-related data than ordinarily would be gathered from personal interviews, supervisory evaluations, written tests, and educational background checks.
- The SCC has the full capabilities to develop and conduct job-related Assessment Centers.

Assessment Center Workshop Two Days

- How to Develop an Assessment Center
 - Types of Exercises
 - How to Conduct an Assessment Center
 - How to Train Assessors
 - How to Evaluate Results
- Los Angeles, CA March 9-10, 1978
San Francisco, CA March 23-24, 1978
Atlanta, GA May 15-16, 1978
Washington, DC May 18-19, 1978
Philadelphia, PA May 22-23, 1978
Chicago, IL May 25-26, 1978
- For more information, send for the Workshop brochure at the address given below.

Film -- For Training Assessment Center Assessors

The SCC has developed a film entitled, "Assessor Training -- Learning to Observe Behavior," on how to observe and record behavior observations. This is usually the most difficult concept for assessors to grasp during assessor training.

The Film: Describes what behavior is, what type of behaviors are important to observe and how to record behaviors. In the film, a group of individuals participate in a leaderless group discussion. Assessor trainees observe the group and practice taking behavior observation notes. Assessor observation forms are also provided.

Film Length: 45 minutes
Instructor Manual Included
Rental Fee: \$200

Consulting Services

The SCC provides effective consulting services in the following areas:

- Physical Performance Test Development
- Interview Development
- Validation and Test Construction
- Legal and Technical Review of Minimum Qualifications
- Promotional Test Development

Publications Available

POST COMPONENT "A" SELECTION STANDARDS REPORT: A Legal and Technical Review of Minimum Qualifications	\$10
THE VALIDATION OF ENTRY-LEVEL LAW ENFORCEMENT EXAMINATIONS IN THE STATES OF CALIFORNIA AND NEVADA	\$10
UTAH INTERGOVERNMENTAL PERSONNEL AGENCY LAW ENFORCEMENT SELECTION: JOB ANALYSIS	\$20
UTAH INTERGOVERNMENTAL PERSONNEL AGENCY LAW ENFORCEMENT SELECTION: SELECTION STANDARDS	\$20
UTAH INTERGOVERNMENTAL PERSONNEL AGENCY LAW ENFORCEMENT SELECTION: PHYSICAL PERFORMANCE	\$20
UTAH INTERGOVERNMENTAL PERSONNEL AGENCY LAW ENFORCEMENT SELECTION: INTERVIEW	\$20
ASSESSMENT CENTERS: A SUMMARY: A Detailed Explanation of the Assessment Center Process	\$7
CITY OF NORTH LAS VEGAS: REVIEW OF SELECTION PROCEDURES & MINIMUM QUALIFICATIONS OF POLICE OFFICERS	\$20
CITY OF NORTH LAS VEGAS: JOB ANALYSIS, ORAL INTERVIEW, PHYSICAL PERFORMANCE FOR POLICE OFFICERS	\$20
POLICE OFFICER PHYSICAL PERFORMANCE, TECHNICAL REPORT -- FOR FOURTEEN CITIES IN THE SAN FRANCISCO BAY AREA	\$15
THE VALIDATION OF ENTRY-LEVEL LAW ENFORCEMENT EXAMINATIONS FOR THE CITY OF NORTH LAS VEGAS	\$20

For more information concerning the above, contact:
SELECTION CONSULTING CENTER
5777 Madison Avenue, Suite 820
Sacramento, California 95841
Telephone: (916) 334-1974

UNIVERSITY OF DELAWARE

LAW ENFORCEMENT SEMINARS FOR MARCH AND APRIL

The University of Delaware's Division of Continuing Education is pleased to present a series of seminars designed to increase the technical and investigative skills of the law enforcement officer. The schedule for March and April is as follows:

ROBBERY INVESTIGATION

March 1-2 \$55

A basic seminar designed to strengthen the officer's ability to respond to and conduct preliminary and follow-up investigations of armed robbery complaints.

Instructor: Captain John Donnelly, Command Inspections Bureau, Philadelphia Police Department.

TACTICAL APPROACHES TO CRIMES IN PROGRESS

March 6-8 \$100

See Description on page 14.

SOURCES OF INFORMATION

March 9-10 \$55

A seminar focusing on the avenues law enforcement officers might pursue in seeking out information and other data in their investigative efforts.

Instructor: Captain Donald Woods, Commanding Officer, Evidence Control Unit, Baltimore Police Department, Baltimore, Maryland

ORGANIZATION AND OPERATION OF A VICE UNIT

March 9-10 \$55

A seminar addressing itself to such topics as 1) Identification of vice crimes and scenes, 2) Fixed and mobile surveillance; 3) Pre-raid and post-raid briefings; 4) Developing and using sources of information; and 5) Role of other divisions within the department in aiding vice control.

Instructor: Inspector Nicholas Valiante, Wilmington Bureau of Police, Wilmington, Delaware.

HOSTAGE NEGOTIATION

March 13-15 \$125

See description on page 14

WRITING PRODUCTIVE GRANT APPLICATIONS

March 13-15 \$84

For public safety/police personnel assigned by their departments to the securing of private or public operational grants. Problems inherent in the grant writing process will be discussed with recommendations for surmounting these situations.

Instructor: Captain James Nolan, Commanding Officer, Division of Planning, Research, and Budgeting, Wilmington Bureau of Police, Wilmington, Delaware.

ARSON INVESTIGATION

March 13-17 \$125

See description on page 14.

HIT AND RUN INVESTIGATION (Atlantic City, N.J.)

March 15-16 \$60

For officers desiring a fundamental understanding of the principles of investigating hit and run cases. Emphasis placed on the practical application of these principles by the officer in the field.

Instructor: Sergeant Robert Kiefer, Officer in Charge of Traffic Bureau, Manchester Township, New Jersey.

PUBLIC SAFETY/POLICE RADIO DISPATCHERS SEMINAR

March 20-22 \$84

A seminar presenting the essentials of dispatching procedure and emphasizing such topics as data collecting, microphone techniques, and development of broadcast speaking skills.

Instructor: Alan Armitage, Director, Hunterdon County (N.J.) Public Safety Communication System. Mr. Armitage is a Past National President of APCD (Association of Public Safety Communications Officers).

HANDLING THE RUNAWAY JUVENILE

March 22-23 \$55

This program is designed to deepen the police officer's understanding of the "runaway" problem. It will describe in detail how such cases might be investigated and how law enforcement personnel might relate to youngsters once they are found or arrested.

Instructor: Dr. Bernard Stern, Law Enforcement Training Consultant, Philadelphia, Pennsylvania.

MANAGING CRIMINAL INVESTIGATIONS

March 27-31 \$150

See description on page 14.

SEX OFFENSES INVESTIGATION

April 3-7 \$150

See description on page 14.

INTERNAL AFFAIRS SEMINAR

April 3-5 \$150

See description on page 14.

POLICE/PUBLIC SAFETY PLANNERS' WORKSHOP (Atlantic City, N.J.)

April 3-4 \$60

A seminar focusing on the primary as well as secondary responsibilities of persons assigned as police/public safety planners. Practical suggestions to "cut red tape" and enhance job performance.

Instructor: Captain James Nolan, Commanding Officer, Division of Planning, Research, and Budgeting, Wilmington Bureau of Police, Wilmington, Delaware.

AUTO THEFT INVESTIGATION

April 10-14 \$175

See description on page 14

BOMBS AND EXPLOSIVES

April 17-19 \$84

A three-day seminar offering law enforcement and fire service personnel an opportunity to gain a greater understanding of the construction and use of bombs and incendiary devices. Detailed explanation and demonstration how devices are made from commonly available materials. Consideration of means officers might use to handle bomb threats and methods of locating concealed devices.

Instructor: William Stephy, Law Enforcement Consultant

CRISIS INTERVENTION

April 24-28 \$175

See description on page 14.

LOCATION/TIME:

All seminars, unless otherwise indicated will be conducted at the Wilcastle Center, 2800 Pennsylvania Avenue in Wilmington, Delaware. Class begins at 8:30 A.M. and continues until 4:00 P.M. with short breaks and a one hour lunch period.

DISCOUNT RATE:

- (A) 20% off total amount for departments enrolling 2-3 officers per seminar
- (B) 30% off total amount for departments enrolling 4-5 officers per seminar
- (C) 40% off total amount for departments enrolling 6-7 officers per seminar
- (D) Officers subsidizing their own tuition and enrolling in multiple seminars are entitled to the following rates: 20% off for 2-3 seminars; 30% off for 4-5 seminars; and 40% off for 6-7 seminars. See seminar schedule through June on this page or write for further information. When registering for multiple seminars, please remit full payment (voucher and Mastercharge billing also accepted) and list seminars in which you are enrolling.

CERTIFICATE:

Persons completing individual seminars will be awarded University of Delaware Certificates

OVERNIGHT

ACCOMMODATIONS:

Contact the Brandywine Hilton Hotel Inn located on Route I-95 and Naamans Road at (302) 792-2701. Special rates: Single: \$24; Double: \$30. Advise clerk you will be attending a University of Delaware Seminar. Free courtesy car from the Inn to Wilcastle Center and return each day of the seminar.

REGISTRATION:

Enrollments for seminars should be received by the Division of Continuing Education no later than five working days prior to the opening session of each seminar. Municipal vouchers are welcome as are Mastercharge billings. For further information, contact Jacob Haber, Division of Continuing Education, University of Delaware, Wilcastle Center, 2800 Pennsylvania Avenue, Wilmington, Delaware 19806. Telephone: (302) 738-8155.

ON SITE

PRESENTATIONS:

The University of Delaware would be pleased to present any of its law enforcement seminars in your locality with your department as sponsor. Such presentations allow large numbers of personnel to be trained at an extremely low rate per officer. For more details, write or telephone Jacob Haber at the address or telephone number listed above.

MEALS:

Tuition includes a buffet luncheon each class day.

Return to Academic/Professional Programs, University of Delaware, Wilcastle Center, 2800 Pennsylvania Avenue, Wilmington, Delaware 19806.
I wish to enroll in the seminars checked below

- | | |
|---|--|
| <input type="checkbox"/> Robbery Investigation (\$55) | <input type="checkbox"/> Tactical Approaches to Crimes in Progress (\$100) |
| <input type="checkbox"/> Sources of Information (\$55) | <input type="checkbox"/> Organization and Operation of a Vice Unit (\$55) |
| <input type="checkbox"/> Hostage Negotiation (\$125) | <input type="checkbox"/> Writing Productive Grant Applications (\$84) |
| <input type="checkbox"/> Arson Investigation (\$125) | <input type="checkbox"/> Hit and Run Investigation (\$60) |
| <input type="checkbox"/> Police Radio Dispatchers' Seminar (\$84) | <input type="checkbox"/> Handling the Runaway (\$55) |
| <input type="checkbox"/> Managing Criminal Investigations (\$150) | <input type="checkbox"/> Sex Offenses Investigation (\$150) |
| <input type="checkbox"/> Internal Affairs Seminar (\$125) | <input type="checkbox"/> Police/Public Safety Planners' Workshop (\$60) |
| <input type="checkbox"/> Auto Theft Investigation (\$175) | <input type="checkbox"/> Bombs and Explosives (\$84) |
| <input type="checkbox"/> Crisis Intervention (\$175) | <input type="checkbox"/> _____ (other seminar) |
| <input type="checkbox"/> _____ (other seminar) | <input type="checkbox"/> _____ (other seminar) |

Enclosed is a personal check ☐, agency check ☐, agency voucher ☐ in the amount for seminar noted above or determined by discount schedule. Make vouchers or checks payable to the University of Delaware.

Name _____ Social Security No. _____

Home Address _____

Agency and Address _____

Home Telephone No. _____ Agency Telephone No. _____

Complete the following for Mastercharge billing:

Account No. _____ Expiration Date _____

Signature as it appears on card _____

Please duplicate this form for additional registrations.

It is the policy of the University of Delaware that no person shall be subjected to discrimination on the grounds of race, color, religion, sex, national or ethnic origin, age, handicapped or veteran status.

FUTURE SEMINARS

- May 1-5 Homicide Investigation (\$150)
- May 4-5 Burglary Investigation (\$55)
- May 8-9 Advanced Topics in Robbery Investigation (topic to be announced) (Atlantic City) (\$60)
- May 8-12 Police Supervisory Techniques (\$150)
- May 15-16 Welfare Fraud Investigation (\$55)
- May 15-19 Computer Technology in Law Enforcement (\$175)
- May 22-26 Police Executive Development Seminar (\$175)
- May 22-26 Commanders' Seminar in Care, Custody, and Control of Evidence (\$175)
- June 5-6 Patrol Operations (\$55)
- June 5-6 Organized Crime (Atlantic City) (\$60)
- June 6-8 Advanced Rape Investigation (\$84)
- June 12-13 Freud/Bunco Game Investigation (\$55)
- June 12-13 Advanced Topics in Homicide Investigation (topic to be announced) (\$60)
- June 12-16 Police/Public Safety Budgeting Procedures (\$150)
- June 19-20 Advanced Topics in Burglary Investigation (topic to be announced) (\$60)
- June 21-23 Analysis of Physical Evidence (\$84)
- June 22-23 Handling and Management of Police Records (\$60)
- June 26-28 Police Interview and Interrogation (\$84)
- June 27-29 Police Handling of Juveniles (\$100)

UNIVERSITY OF DELAWARE

Division of Continuing Education

SPRING SEMINAR HIGHLIGHTS

Programs presented in Wilmington, Delaware providing extensive discussion on topics of interest to law enforcement personnel at all levels.

TACTICAL APPROACHES TO CRIMES IN PROGRESS March 6-8 \$100

A seminar focusing on tactical procedures for responding to, and initial coverage of "crimes in progress" calls. Topics include: 1) Resource allocation; 2) Holdup information systems; 3) Model TAC units; 4) Use of decoys; and 5) Tactical approaches to selected crimes.

Instructor: Lt. Charles Connolly, Street Crimes Unit, New York City Police Department

ARSON INVESTIGATION March 13-17 \$125

A seminar beneficial to personnel in the fire service, law enforcement, security, and insurance. Topics include: 1) Chemistry and physics of fire; 2) Observing and preserving the fire scene; 3) Determining point of origin and cause; 4) Accidental causes of fires; 5) Arson photography; and 6) Prosecution of arson cases.

Instructors: A team of six instructors led by William Sweet and John Balshy of the Pennsylvania State Police.

HOSTAGE AND BARRICADED PERSONS SEMINAR March 13-15 \$125

Detailed illustration of principles, techniques, and procedures that might be utilized by law enforcement personnel in hostage and barricaded persons situations. All aspects will be discussed and then reenforced through role playing and psycho-drama.

Instructors: Sergeant Leonard Scelani, New York City Police Academy
Detective John O'Connor, Advanced and Specialized Training Unit, New York City Police Department

MANAGING CRIMINAL INVESTIGATIONS March 27-31 \$150

A five-day program designed to aid police departments in their criminal investigative efforts. Topics include: 1) Allocation of resources; 2) Improving relationship and interacting with Prosecutor's Office; 3) Strengthening communication between investigators and patrol officers; and 4) Improving investigative procedures.

Instructor: Inspector Nicholes Valiante, Wilmington Bureau of Police, Wilmington, Delaware

SEX OFFENSES INVESTIGATION April 3-7 \$150

An extensive five-day seminar on the sex offender, his crimes, and police methods of apprehension and conviction. Topics include: 1) Types of sex crimes encountered by police agencies; 2) Motivating influences; 3) The exhibitionist and voyeur; 4) The child molester; 5) Obscene telephone calls and letters; 6) The lust murderer; 7) General and advanced investigative techniques; and 8) Interview of the offender.

Instructor: Welter V. McLaughlin, Law Enforcement Consultant and nationally known expert in the field of sex crime investigation

INTERNAL AFFAIRS SEMINAR April 3-5 \$125

A three-day seminar focusing on the internal affairs function of police organizations as well as confidential personnel investigations. Topics include: 1) Complaint procedure; 2) Investigation; 3) Surveillance; 4) Departmental disciplinary machinery; 5) Litigation arising from complaints against police; 6) Public relations; and 7) Civil litigation.

Instructors: Chief Inspector Frank Scafidi, Internal Affairs Unit, Philadelphia Police Department
Inspector Andrew Sutor, Internal Affairs Unit, Philadelphia Police Department

AUTO THEFT INVESTIGATION April 10-14 \$175

A live-day seminar focusing on the crime of auto theft. Topics include: 1) Vehicle identification and number system as related to automobiles, motorcycles, track tractors, and trailers; 2) Methods of vehicle theft; 3) Salvage operation and pooling; 4) Fraudulent paperwork; 5) Title searching; and 6) Theory of number restoration.

Instructors: George Patterson, Special Crimes Unit, Delaware State Police
Peter Steil, (retired Captain) Delaware State Police and former head of Auto Theft Unit

CRISIS INTERVENTION IN POLICE WORK April 24-28 \$175

Designed to enhance the personal skill of police officers by training them in the psychological aspects of crisis and the techniques of intervention. Crisis theory will be thoroughly reviewed. Interpersonal techniques will be described, analyzed, and applied to common police calls for service. Family and crime victim situations will be considered as complicating factors of intervention. Overall emphasis will be placed on addressing the needs of community members in crisis situations.

Instructors: Sergeant Leonard Scelani, New York City Police Academy
Detective Specialist Charles J. Mullaney, New York City Police Academy

HOMICIDE INVESTIGATION May 1-5 \$150

An intensive five-day seminar for law enforcement personnel in the investigation of homicide cases. The program will provide discussion centering around all aspects of the topic from initial investigation to testifying in court. Topics include: 1) Examining the crime scene; 2) Interviewing and interrogating suspects and witnesses; 3) Laboratory application of scientific instruments; 4) Role of DA at the scene, during investigation, upon indictment, during trial and pre-trial hearing and conference with detectives; 5) Preparing your cases against attack by defense counsel; 6) Working with the medical examiner; 7) Preparation of a major case file; and 8) Unique investigative tools.

Instructors: Dr. Dominick J. DiMaio, Chief Medical Examiner, New York City
Sergeant William Gardella, New York City Police Homicide Bureau
Honorable George A. Farkas, Esquire, Kings County (NY) District Attorney's Office
Lt. David Jackle, Forensic Technician, Crime Scene Unit, New York City Police Dept.
Sergeant Gerald Wilson, New York City Homicide Bureau

POLICE EXECUTIVE DEVELOPMENT SEMINAR May 22-26 \$175

A seminar for the advancing police executive. This program will cover such pertinent topics as 1) Comparative systems of police management; 2) Styles of police leadership and management; 3) Motivational strategies; 4) Decision-making; 5) Leadership and achievement management; 6) Communications as a management tool; 7) Communication self-assessment; 8) Group dynamics; and 9) Your role as a future executive in the law enforcement field.

Instructor: Norman E. Pomrenke, Director, Southern Police Institute, School of Police Administration, University of Louisville

COMMANDERS' SEMINAR IN CARE, CUSTODY AND CONTROL OF EVIDENCE May 22-26 \$175

For supervisors and administrative officers designed to furnish guidance, suggest policy and outline standardized practices in the care, custody and control of evidence. Topics include: 1) Written property procedures; 2) Civilian vs. sworn property control personnel; 3) Physical requirements of a property unit; 4) Safe-guarding of firearms, narcotics, currency, jewelry and property that is unidentifiable or that cannot be connected with its rightful owner. Handling procedures dealing only with physical evidence will be addressed; testimonial evidence or the gathering of evidence at the crime scene will not be discussed.

Instructor: Captain Donald Woods, Commanding Officer, Evidence Control Unit, Baltimore Police Department, Baltimore, Maryland

POLICE/PUBLIC SAFETY BUDGETING PROCEDURES June 12-16 \$150

A basic five-day seminar for those persons charged with the writing and administration of their department's budgets. The seminar will be a practical and functional program designed to increase the skills and competencies of persons charged with this duty. Topics include: 1) Preparation and presentation of the operating budget; 2) Operating budget techniques; 3) Various systems of budgeting; 4) State or Federal grants and their budgetary management; 5) Budget control; 6) Line item movement of funds; and 7) Federal and in-house auditing.

Instructor: Captain James Nolan, Commanding Officer, Division of Planning, Research, and Budgeting, Wilmington Bureau of Police, Wilmington, Delaware

POLICE INTERVIEW AND INTERROGATION June 26-28 \$84

Seminar designed to increase the officer's skill in obtaining information from persons contacted in the course of police operations. Major focus will relate to police interviewing and interrogating persons of Hispanic background with emphasis given to language, customs, and other cultural elements. Other topics to be covered include: 1) Court decisions and their influence on interview and interrogation; 2) Behavior analysis in interrogation; 3) Stress vs. empathy techniques; 4) Art of listening and silence; 5) Interview at the scene of crime; and 6) Interviewing children.

Instructors: Detective Wayne Fisher, Sex Assault Crime Analysis Unit, Newark, New Jersey Police Department
Detective Jose Sanchez, Sex Assault Crime Analysis Unit, Newark, New Jersey Police Department

REGISTRATION/ADDITIONAL INFORMATION

Use registration form below. For further information concerning special discount rates, overnight accommodations, or opportunity for on-site presentations by the University of Delaware, see page 17 of this edition of Law Enforcement News or telephone Jacob Haber at (302) 738-8155 or write care of address noted on registration form.

Return to: Academic/Professional Programs, University of Delaware, Wilcastle Center, 2800 Pennsylvania Avenue, Wilmington, Delaware 19806.

I wish to enroll in the seminars checked below

- | | |
|--|---|
| <input type="checkbox"/> Tactical Approaches/Crimes Progress (\$100) | <input type="checkbox"/> Auto Theft Investigation (\$125) |
| <input type="checkbox"/> Arson Investigation (\$125) | <input type="checkbox"/> Crisis Intervention (\$175) |
| <input type="checkbox"/> Hostage and Barricaded Persons (\$125) | <input type="checkbox"/> Homicide Investigation (\$150) |
| <input type="checkbox"/> Managing Criminal Investigation (\$150) | <input type="checkbox"/> Executive Development (\$175) |
| <input type="checkbox"/> Sex Offenses Investigation (\$150) | <input type="checkbox"/> Control of Evidence (\$175) |
| <input type="checkbox"/> Internal Affairs Seminar (\$125) | <input type="checkbox"/> Budgeting Procedures (\$150) |
| | <input type="checkbox"/> Police Interview (\$84) |

Enclosed is a personal check ☐, agency check ☐, agency voucher ☐ in the amount for seminar noted above or determined by discount schedule. Make vouchers or checks payable to the University of Delaware.

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Upcoming Events

March 15-16, 1978. Crime Prevention Seminars for Citizens. Presented by the National Crime Prevention Institute in Louisville, Kentucky. For more information, contact Educational Programs Manager, University of Louisville, Shelby Campus, Louisville, KY 40222. Telephone: (502) 588-6987.

March 15-17, 1978. Third Canadian Conference of Applied Criminology. To be held in Ottawa, Ontario. Fee: \$35.00 for pre-registration. For more details, contact: Miss Carol Herbert, Department of Criminology, University of Ottawa, Ottawa Canada.

March 20-22, 1978. Law Enforcement Productivity Measurement and Improvement. To be held at the Howard Johnson's Motor Lodge, Boston by Theorem Institute. Fee: \$175. For further information and this and other courses, contact: Michael O'Neill, Vice President, Theorem Institute, 1737 North First Street, Suite 590, San Jose, CA 95112. Telephone: (408) 294-1427.

March 21-23, 1978. Advanced Fire/Arson Investigation Seminar to be held at John Jay College in New York City. Sponsored by the New York City Fire Department, the Criminal Justice Center and the Fire Science Department of John Jay College, in cooperation with the national Fire Prevention and Control Administration. Fee of \$85.00 includes three lunches, coffee and pastry, conference materials and publications. For more information, contact: Charles T. Ryan, Fire Science Department of John Jay College, 445 West 59th Street, New York, NY 10019. Telephone: (212) 489-3927.

March 22-24, 1978. Training Workshop. To be held in Cincinnati, Ohio by Interface Resource Group. Fee of \$200 covers all costs including rooms and meals. For further information, contact: Interface Resource Group, 3112 Wayne Avenue, Dayton, OH 45420. Telephone: (513) 254-6775.

March 27-31, 1978. Police Photography Course. Presented by the Regional Criminal Justice Education and Training Center in Rochester, New York. For details, write or call: Phillip C. O'Sullivan, Director, Regional Criminal Justice Education and Training Center, 100 East Henrietta Road, Rochester, NY 14623. (716) 442-9106.

March 29-31, 1978. Weapon Selection, Body Armor, Weapons and Ammunition Workshop. To be held in Chicago, Illinois by the International Association of Chiefs of Police. Tuition of \$300.00 includes all handout materials but does not include travel, meals or lodging. Contact: Joan Mindte, IACP, 11 Firstfield Road, Gaithersburg, MD 20760. (301) 948-0922, Ext. 345.

March 29-April 1, 1978. Fifth Annual Conference of the National Association of Blacks in Criminal Justice. To be held in Washington, D.C. For further information, contact: Frank C. Sizer, Jr., National Conference Chairman, 320 First Street, N.W., Room 665, Washington, DC 20534. (202) 774-3062.

April 1-2, 1978. Assessment Center Methods Tutorial Workshop. To be held in San Jose at the Le Baron Hotel. Tuition: \$68.00. For further details, contact: Dr. Terry Eisenberg, 6678 Landerwood Lane, San Jose, CA 95120. Telephone: (408) 997-2677.

April 3-7, 1978. Police Training Course Burglary Investigation. Presented by the University of Maryland. Fee: \$175. For more information, contact: University of Maryland, Conferences and Institutes Division, University Boulevard at Adelphi Road, College Park, MD 20742. Telephone: (301) 454-5237.

April 3-14, 1978. Community Crime Prevention Programming Course. Presented by the National Crime Prevention Institute in Louisville, Kentucky. For more information, see: March 15-16.

April 9, 1978. Terrorism Course. Presented by the California Specialized Training Institute in San Luis Obispo. Additional information can be obtained from California Specialized Training Institute, Building 904, Camp San Luis Obispo, CA 93406. (804) 544-7170.

April 10-14, 1978. Hospital Security Seminar. Presented by Indiana University Center for Public Safety Training. To be held in Indianapolis. Fee: \$200.00. For additional information, contact: Donald P. Weir, Coordinator of Security Training, Indiana University, Center for Public Safety Training, 150 West Market Street, Suite 400, Indianapolis, IN 46204.

April 16-19, 1978. Curriculum Development for Instructors/Trainers Workshop. To be held in Cincinnati, Ohio by the Delinquency Control Institute of Southern California. Tuition: \$150 or \$236 for academic credit. Write or call: Betty Ferniz, Tyler Building, 3601 South Flower Street, Los Angeles, CA 90007. (213) 746-2497.

April 17-20, 1978. Police Executive and Personnel Administration Course. To be held in San Diego, California. Tuition: \$200. Contact: G. Patrick Gallagher, Director, Police Executive Program, 1909 K Street, N.W., Washington, DC 20006.

April 17-20, 1978. Police Performance Evaluation and Appraisal Workshop. Presented by The Traffic Institute. For additional information, contact: Registrar, Traffic Institute, Northwestern University, 405 Church St. Evanston, IL 60204. Telephone: (312) 492-7245.

April 17-21, 1978. Crime Prevention and the Elderly Seminar. Conducted by the National Crime Prevention Institute in Louisville, Kentucky. For details, see: March 15-16.

April 17-21, 1978. Analytical Investigation Methods Course. To be held in Miami, Florida by Anacapa Sciences, Inc. For more details, write: P.O. Drawer Q, 1528 Chapala St., Santa Barbara, CA 93102.

April 17-21, 1978. Workshop: Basic TV/VTR. Presented by the University of Maryland. Fee: \$245. Consult: April 3-7.

April 17-28, 1978. Law Enforcement Training School. Conducted by the Drug Enforcement Administration at the State

College, Pennsylvania. Write: William J. Olavanti, Director, National Training Institute, U.S. Department of Justice, Drug Enforcement Administration, Washington, DC 20537.

April 23-29, 1978. Terrorism/Civil Disorders Seminar. Conducted by the New Jersey State Police in conjunction with LEAA. For more details, write or call: DSCA Mauro or Detective R. Stengel, Project Coordinators, New Jersey State Police Training Center, Sea Girt, NJ 08750. (201) 449-5200, Ext. 240.

April 24-May 26, 1978. Investigators Course V. Conducted by the Metropolitan Dade County, Florida, Institute on Organized Crime. Fee: \$300. For additional details, contact: William H. Dunnigan, 16400 N.W. 32nd Avenue, Miami, FL 33054. Telephone: (305) 625-2438.

April 24-27, 1978. Workshop: The Police Role in Child Abuse and Neglect. To be held in New Orleans by IACP. For details, consult: March 29-31.

April 24-28, 1978. Crisis Intervention Seminar. Presented by the University of Delaware in Wilmington. Tuition: \$175. For information, write: Jacob Haber, University of Delaware, Academic/Professional Programs, 2800 Pennsylvania Avenue, Wilmington, DE 19806.

April 24-May 19, 1978. Training Program - Police Executive Development Institute. Sponsored by the Pennsylvania State University at the Univ. Park Campus. Fee \$795. For more details, contact: James R. Horner, S-203, Henderson Building, University Park, PA 16802. Telephone: (814) 865-1452.

April 26-28, 1978. Fundamental Crime Analysis Course. To be held at the Ramada Inn-Metro in Pomulus (Detroit), Michigan by Theorem Institute. Fee: \$255. For details, consult: March 20-22.

April 30, 1978. Civil Emergency Management Course. Presented by the California Specialized Training Institute in San Luis Obispo. For more details see April 9.

May 1-5, 1978. The Police Response to the Crimes of Homicide and Rape. Presented by the Pennsylvania State University at University Park. Fee: \$175. For further information, see: April 24-May 19.

May 1-5, 1978. Child Abuse Workshop. To be held in Los Angeles by the Delinquency Control Institute. For more information, see: April 16-19.

May 1-5, 1978. Workshop: Meeting the Clandestine Threat. To be held in Las Vegas by the International Association of Chiefs of Police. Tuition: \$375. For more details, write or phone: Behavioral Research Division, IACP, 11 Firstfield Road, Gaithersburg, MD 20760. Telephone: (301) 948-0922, ext. 208.

May 1-12, 1978. Traffic Management

Course Presented by the Regional Criminal Justice Education and Training Center in Rochester, New York. For additional information, see: March 27-31.

May 1-12, 1978. Law Enforcement Training. To be held in Indianapolis, Indiana by the Drug Enforcement Administration. For more details, see: April 17-28.

May 1978. Five-day course: Survey Research in Criminal Justice. Sponsored by the Criminal Justice Research Foundation. Fee: \$300. For additional information, write or call: Bruce T. Olson, President, Criminal Justice Research Foundation, 2775 Cottage Way, Suite 29, Sacramento, CA 95825. Telephone: (916) 488-4757.

May 7-12, 1978. Police Personnel Program. Conducted by the University of Georgia's Criminal Justice Division, in Athens, Georgia. For more details, contact: Mike Swanson, Continuing Education Programs, Criminal Justice Division, Institute of Government, University of Georgia, Athens, GA 30602. Telephone: (404) 542-2994.

May 8-12, 1978. Advanced Photography Course. Presented by the University of Maryland. Fee: \$220. For contact address, see: April 3-7.

May 8-12, 1978. Breathalyzer Maintenance I (Models 900, 900A) Course. Presented by the Smith & Wesson Academy. For further information, contact: Director, Smith & Wesson Academy, Springfield, MA 01101.

FREE PAMPHLET OFFERED ON SUCCESSFUL JUVENILE CRIME PREVENTION CAMPAIGN NOW IN USE NATIONWIDE

J. Austin, nationally syndicated business columnist, best known for his "Businessman's Corner" feature carried by hundreds of newspapers coast-to-coast, is making great strides in his law enforcement assistance campaigns, with over 1,500 departments now reaping the benefits.

Lending his 30 years experience in media writing to the problem of juvenile crime prevention, Austin works with law enforcement agencies nationwide, helping them create better relations with their communities. "We have proved beyond doubt," says Austin, "that half the battle in juvenile crime prevention is in gaining the confidence, respect and trust of the parents in any community. We are accomplishing this with great success through PR campaigns carried by local newspapers on a public service basis."

Departments using Austin-developed juvenile campaigns, slanted to better in-home teen management by parents, report gratifying results, some having even won statewide community service media competitions.

To make it possible for more departments to benefit from the methods used, Austin's west coast office is now offering a pamphlet which explains how local results are achieved with his plan. It is titled, "How to Cut Juvenile Crime Through Better Departmental/Parent Rapport, Created By Local Media Campaigns." A free copy may be obtained by writing: J. Austin, Criminal Justice Media Communications Division, 2506 Foothill, Suite 101, LaCrescenta, CA 91214.

New Products for Law Enforcement

Items about new or modified products are based on news releases and/or other information received from the manufacturer or distributor. Nothing contained herein should be understood to imply the endorsement of Law Enforcement News.

CALCULATOR PLANNING SYSTEM —

The Institute for Public Program Analysis (TIPPA) has developed two police planning programs for use with a pocket calculator, designed to provide a cost efficient alternative to larger computer based systems.

The "Police/Plan" program permits a department to determine how many patrol cars are needed, and when and where they should be utilized. A number of variables can be determined through use of the program, including average utilization, average travel time to calls for service, probability of saturation, and the minimum number of cars required.

A companion program, designated as "Schedule/Plan," is designed to schedule work shifts and days off for officers which, if desired, match on-duty personnel levels to the demand for service by day of week and shift. In addition, the program can be used to provide every officer with two consecutive days off each week if eight-hour shifts are used, or three consecutive days off each week if 10-hour shifts are used.

Both programs must be used with Texas Instruments' TI-59 calculator which can be plugged into the company's PC-100A thermal printer for a permanent planning read-out. The two units are available from TIPPA, or they can be purchased elsewhere.

TIPPA plans to make additional planning programs for the TI-59 available in the near future, covering such areas as called-for-service workload forecasting, traffic accident reconstruction, patrol beat design, and crime trend analysis.

For details, write or phone: TIPPA, 230 S. Bemis, Suite 914, St. Louis, MO

63105. (314) 862-8272.

CHILD ABUSE FILM — "Ordinary People," a new release from Motorola Teleprograms, is designed to show law enforcement officers and other community service personnel how normal stresses can combine to place an average parent in danger of behaving abusively toward his or her children.

Produced in a pseudo-documentary format, the film portrays the tensions that develop in a typical middle class family that has recently moved from a major urban area to a small town. While the husband concerns himself with advancing his career, the wife feels isolated in her new environment and locked into her role as mother.

The tension increases as the young mother finds it harder to cope with her nine-year-old son, who doesn't seem to be making friends, and with her infant daughter, who cries night and day. With some unrealistic child rearing expectations and an abusive childhood of her own, she soon becomes a stressed parent, on the verge of dangerously abusive behavior.

Suitable for presentation to community groups interested in understanding the symptoms and dynamics of child abuse, the 28-minute film was produced by the University of Pittsburgh and is available as a 16mm color/sound motion picture or a 3/4" U-matic videocassette. Both versions are accompanied by a comprehensive guide.

For additional information, write: Motorola Teleprograms Inc., 4825 N. Scott Street, Suite 23, Schiller Park, IL 60176.

Supreme Court Briefs

Continued from Page 5

load. This year's report notes that the Senate has approved a bill which would "create 113 new District Court judgeships." The House agreed with the Senate on the number of Court of Appeals judgeships but "recently voted 110 new District Court judgeships." This discrepancy puts passage of a law creating new judgeships during the current session in serious jeopardy.

Another substantial section of the current report deals with continuing education for judges, noting that three states have now established "mandatory continuing education programs."

The same section discusses the problem of a juror utilization rate of 60 percent. Coupled with this fact, it was noted that the Judicial Conference "has approved proposed legislation to increase witness and juror fees from \$20 to \$30 a day." This proposed bill would have the effect of giving forty percent of all jurors a fifty percent raise just for marking time.

Recalling the 1972 Annual Report on the State of the Judiciary the Chief Justice stated that there is mounting interest on the part of both the Congress and the Executive Branch for the inclusion of "impact statements" in Federal legislation. The impact statements are designed to anticipate the effects of legislation on the workload of the judiciary.

The fact that the Federal court system is overburdened with work is demonstrated by the work of the House Judiciary Subcommittee on Courts, Civil Liberties and the Administration of Justice, which has proposed a bill that would transfer diversity jurisdiction (resident of two states involved in one case) cases, from the District Courts to the state courts. The logic behind

the move is capsulized in the observation that the "transfer from 397 Federal district judges to approximately 6,000 State court judges of general jurisdiction will impose no significant new load on the State courts."

Perhaps the most important section of the new report is entitled Supreme Court Control of Its Docket. The heading stands as somewhat of a misnomer in light of the fact that compulsory appeals make up over 60 percent of the Court's calendar. The justices are of the belief that many cases which do not have national significance put a tremendous drain on the Court's resources, and Justice Marshall added: "I can see but one reason for retaining a significant group of cases that come to the Supreme Court by right, rather than by the ordinary route of certiorari — and that is to give the law reviews and clerks interesting problems of jurisdiction to muse over." One proposal, the Chief Justice wrote, is in the works which "would eliminate the mandatory appeal jurisdiction of the Supreme Court of the United States, giving the Court virtually complete jurisdiction over what cases it will hear."

In concluding the report claimed that 1977 marked a good beginning in addressing major issues with regard to the Judicial Branch, but cautioned against early rejoicing, in that there is still "a long list of unfinished business we must deal with."

WHAT'S ON YOUR MIND?

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LEN interview: Lee Brown

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which I deem necessary because it is quite possible that you might have team solidarity coming out and the team manager being a little protective.

LEN: Has the department had any serious problems with officer misbehavior that you felt that you had to attend to?

BROWN: Yes, there have been occasions when I would direct an investigation out of my office rather than give it to a team manager because of the seriousness of the offense or the allegation.

LEN: And in these did you get any cooperation from other officers in the process of the investigation, or was it basically that they were being supportive of their colleague?

BROWN: There was an incident which occurred in the county where a reserve police officer had been giving stolen items to police officers and as a result one of our officers was involved in the incident and we found the allegation to be true. We fired him. The officers were supportive of the action, as far as I know, and didn't rally to him; his action had questioned the integrity of the department. Corruption is not a major phenomenon in that area.

LEN: As you look back at the process of bringing the Multnomah department through the change to team policing, in what ways would you do it differently now?

BROWN: Most of the things I would be satisfied with, but I would do a couple of things. One, I probably would not give it a label. I would not call it team policing. I would incrementally implement what I would want the final product to be.

LEN: You wouldn't label it because people can get afraid of labels and you would make the changes in about the same order that you made changes, in terms of geographic grouping, keeping people in the same territory. What are the other steps you would keep in about the same order?

BROWN: I would probably first develop the procedural guidelines for the new configuration; then go to the training program, and just say that we're making some administrative changes rather than throwing the team policing label on. I would place more emphasis on the supervisors. I probably would abolish the detective unit completely, rather than what we did, which was to remove part of the detectives, for that created some trauma. I would probably abolish the detective unit and recreate a team of detectives, allowing the teams themselves to choose those they thought were the best investigators to go into that detective team and then have them rotate out on a periodic basis. I would have detectives tied into a regular team. I would probably place even more emphasis on the supportive services, record keeping, warrant service and so on so that everyone is involved in the process. Too often we neglect the non-sworn people within the agency, they are very much a part of policing also. But basically, I am fairly satisfied with the process of change.